

# President's Message

## 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 doing well and staying healthy.

Over the course of the pandemic, businesses have largely—and often successfully—adapted to new ways of working. They've also embraced digitisation and reorganised their supply chains. All of this has been necessary, but it will not be enough. To prepare for the post-COVID-19 era, leaders need to do more than fine-tune their day-to-day tasks; they need to be ready and willing to rethink how they operate, and even why they exist. To put it another way, leaders need to step back, take a breath, and consider a broader perspective.

The days ahead are crucial as business managers and leaders across organisations begin to shift their focus from response to recovery. Now is the time to capitalise on lessons learnt and expertise gained, to build long term value and resilience in the new normal. It is crucial that business leaders and management professionals recognise the new value drivers and seize emerging

opportunities, or they risk being left behind.

This issue of 'Leading the Way' explores new and emerging trends in management and leadership from the Asia Pacific region. Contributions from India – 'Lead to Win' – highlights how acting like a leader, rather than a boss is key to conducting successful meetings; while 'Time for a reformation' explores the labour reforms a platform-based gig economy has to undergo in order to ensure a fair working atmosphere for its workers. 'How coaching is setting leaders up for success through the bumps of 2021' sheds light on how the future success of businesses around the globe is not about technology or innovation, but about human capital; while 'Here's how to get noticed as a middle manager' focuses on actions middle managers can take to start getting noticed by their executives – both contributions from Australia. An article from Macau titled 'Principles and Questions of Coaching' is the second of a three-part series exploring the diverse aspects of coaching. Two articles: 'How to Maintain Productivity in Remote Teams' and 'Crisis Leadership: The Qualities the Best Leaders Have in Common' come to you from Malaysia bringing insights from the region. A unique perspective on the generational gaps and its fallouts, is brought to you from Pakistan through an article titled 'The Generational Divide; Age Diversity'. A contribution from the Philippines, 'Live your Future in the Present: Snapshots of the 19th MAP International

CEO Conference' brings you glimpses and key takeaways from the MAP International CEO Web Conference.

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



**Rajive Kaul**

President, Asian Association of Management Organisations

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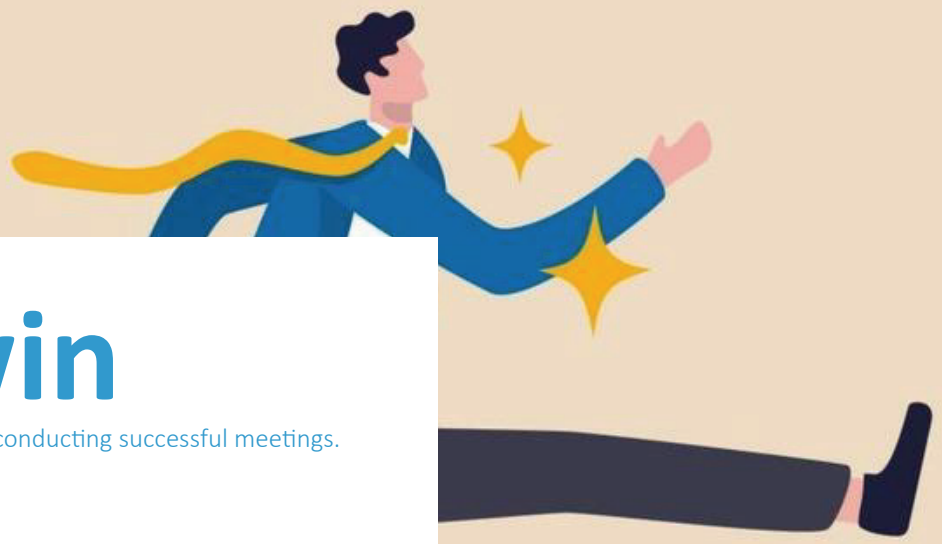
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# Lead to win

Acting like a leader, rather than a boss is key to conducting successful meetings.

By KK Verma, Academy of HRD and IIM-Ahmedabad

**Much has been written and spoken about meetings— uncharitable remarks like waste of time, waste of money, boring, airing frustration are made. So much so, that a recent Harvard Business Review article was titled, ‘Stop the Meeting Madness’<sup>1</sup>.**

Most of the published literature has focused on why meetings fail or succeed, scheduling meetings efficiently, planning for a successful committee meeting, etc. Emphasis is now on how to make the best of a meeting. Sufficient focus is not espoused on the leadership dimension, a key aspect for effectiveness, which this article aims at.

Committee meetings are normally desired to discuss specific organisational issues that require wider discussions and problem solving.

## Frailties of meetings

1. Committee formation, at times, is not a well thought out plan. A bias for inclusion/exclusion occurs.
2. Many committees fail to ensure contribution of all members.
3. Team of equals not created is visible in seating arrangement; attention to questions missed, etc.
4. Chairperson (Chair) arrives late which encourages members.
5. The authoritarian style of some Chairs has serious implications.
6. Members find bureaucratic meetings boring.
7. Often, there is no focused discussion.
8. Due to hidden agenda of some, many members cannot come out with their ingenuity.

Therefore, the role of the chairperson and his/ her credibility is critical to the success

of a meeting.

## Roles of a chairperson

Chairperson leads the committee for a task. A committee is formed for a temporary, but important assignment. The right people need to be included, which means only a diverse mix of talent—who would suit better to the subject/objective(s) and one member with research background or aptitude if research is likely to add value.

An incident is cited here to show how subjectivity enters in the selection of members. The HRD department that I headed had proposed a performance management system for which extensive research and discussions had been done. I was asked to propose by the executive director certain senior executives to form a committee. I was also indicated names of one deputy general manager and a general manager for inclusion. I had interviewed those two for the project. In my opinion, they would care less for research and had negative and fixed views. I was in a dilemma. Had I proposed those names, most probably, the proposal would not have obtained a favourable recommendation. And had I skipped those names, I would have disobeyed, and the proposal would probably have gone into the cold storage. After thinking a lot, an idea occurred: accommodate the two and for the remaining, propose relatively young, positive, and development oriented minds. I hoped the latter would prevail. The recommended names were accepted. No formal chairperson was fixed.

The members, after some time, started attaching each other’s ideas and arguing outside the subject. After about 45 minutes, the discussions were heated, as if they were rivals. I expressed that the discussions were slipping. No effect. Later, again, I stressed that time was running out. After lunch break, the tension broke, and there was sufficient focus. The HRD proposal got through with some minor changes and suggestions to include. But I had played a tactical strategy and forgot my personal

values doing so. However, balancing selection helped competitive discussions too. Wrong selection may involve loss of focus in discussions and dilution of the professional orientation and content. Being thoughtfully selective about the right members is critical.

## Encouraging the talented as willing participants

Highly talented executives like to avoid inclusion for varied reasons. When I was MD, I discussed with a senior vice president that I was nominating him to a committee. The assignment was to undertake a study of the customer requirement and design a scheme focused to customer-needs. He had lot to argue and said, “I don’t want to go. There are others.” I opened discussion again, the next day. I finally explained, “Look, designing a customer scheme is a creative work. All cannot fill the slot. You are the right person. Your own hidden talent will come to the fore and advance further and you will carry the memory career long.” This is how he was mentally prepared to agree. It is necessary to make the executive a willing member than just to pass orders to join the committee. This is the job of the manager.

In view of the above, the CEOs of the companies need to communicate with all heads the rules for selection and helping him/her to be willing and effective participants in the committee.

## Developing a winning team

The chair provides the necessary drive and momentum to the members to keep moving. Though a temporary entity, the task requires a dedicated team. It is for the chair to help the group become a team and a winning team. He/she explains the goal(s) which the committee is required to achieve. Members would have concerns and issues and answering to their satisfaction that the members start to think of the goals as their own goals. On the way there might be conflict between the members which the chair needs to settle. Apart from owning the goals they begin supporting, cooperating as

the behavioural sciences guru, Dr. Udai Pareek, explains while summarising team theories, particularly of Bennis and Shepherd and Bruce Tuckman<sup>2</sup>. The chair also needs to ensure that no one is marginalized or discriminated against.

### Collective problem-solving and decision-making strategy

It is expected that the committee's performance for the assignment produces the expected results. Collective effort under leadership of the chair is another strategy. The chair focuses on the objective(s) of the assignment, team objectives like cohesiveness, making diagnosis and reaching solutions. One interesting case, though not strictly as a committee is defined, relates to one-hour daily meeting. Dr. Anil K Khandelwal, ex-Chairman and Managing Director, Bank of Baroda organised meetings with top management as an important lever of change. In these meetings, setting apart from a compelling vision of technology led business transformation, the top team reviewed its legacy problems including internal bureaucracy, response patterns, business climate, issues of customer centricity, and employee engagement. According to Khandelwal, morning meetings played a significant role in aligning the management to a shared vision and a futuristic agenda and achieve a multi-faceted progress including the doubling of business in just three years<sup>3</sup>. Khandelwal's strategy of daily morning meets makes it evident that collective problem-solving and decision-making is a creative process to achieve multiple goals for better results. The chair's focus, likewise, on collectiveness will lead to better results.

Be transparent than double talking.

A good leader is a clean person than a double talker. He/she helps, rather than misleads. However, on the ground, at times, it is the opposite. Award-winning, best-selling author, listed in '100 business coaches', Richie Norton mentioned, "Old guards will tell you to innovate and be creative, but won't mention that it's only ok as long as it's something they've already thought of and agree with." Clearly it is a double game. Faced with double game, members would be confused and the outcome, ineffective. The hidden agenda may increase problems: members losing confidence in leadership and their initiative and morale will decline. Denying transparency is denying free expression and the right to deliberate. The chair must commit to transparent dealings than double talk.

Be like a leader; not a boss.

A Facebook video<sup>4</sup> in which the chair is sitting on one side and seven to eight members are sitting facing him in rows goes as follows:

The boss shouts, "You stupid fellows, I am the boss. Do, what I say."

One member firmly states, "Yes, you are the boss."

The boss retorts, "What do you mean?"

The guy gets up, "You are the boss," and walks up to him and hands over his resignation.

The boss, "Why are you resigning?"

The guy, "So as to tell you the difference between boss and leader."

In this case, the boss assumes himself to be great but the member feels otherwise. He resigns, while each of the rest seems to think, "Why am I here?"

A leader has ideals like compassion and helping attitudes; the boss may be commanding and abuse his power. A leader shares his powers. He knows executives work for their dreams; not for transactions.

Chairs must try and learn to be like leaders.

### Listening and encouraging for focused discussion

There are leaders who are too eager to talk too much. Microsoft CEO, Satya Nadela's advice for better meetings, "Listen more, talk less, and be decisive when time comes."<sup>5</sup>

Focused discussion is the backbone of a committee. They say quality emerges from a mass of information. Therefore, the chair needs to encourage all members' participation. And if one tries to dominate discussions, the controls has to him/her.

Chair needs to learn that silent, hesitant, introvert's participation can be creative; the genius, intellectual needs special attention. This role is neglected by several chairpersons. Experience suggests that positive attitude of the chair combined with simple questions which maintain the interest of members, matters. Leading well, therefore, requires the chair to talk less, listen more, encouraging all to contribute and improve the standard and focus of discussions.

### In conclusion

The above discussion is around the process issues involved in leading a committee. The chairperson needs to reflect and exhibit his/her image like that of a leader who is democratic, believer in human values, and has motivational strategies so that members remain excited and focused and are keen to contribute. She/he encourages diverse views, poses small questions, complimenting and supporting the

members, and reinforces good dialogues to help them sustain their interest and continuous thinking.

Lest it gives a wrong impression, I clarify that there have been well-run committees with good successes. They can be emulated. I also suggest that appropriate orientation or counseling programmes in leadership with focus on meetings for likely chairpersons be arranged.

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1 [hbr.org/2017/07](http://hbr.org/2017/07)

2 The reference is based on Bruce Tuckman's five stages of group development discussed in Dr Udai Pareek's book, Understanding Organisational Behaviour, Oxford University Press, New Delhi, pages 229-30

3 Khandelwal, Anil. K: Dare To Lead: 2013: Sage Publications pages123-134

4 [https://m.facebook.com/story.php?story\\_fbid=3059592760483899&id=670595240219869](https://m.facebook.com/story.php?story_fbid=3059592760483899&id=670595240219869) &sfnsn=wa

5 Economic Time, Panache, Sep17, 2019

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# Time for a reformation

Platform-based gig economy has to undergo labour reforms in order to ensure a fair working atmosphere for its workers.

By Dr Sumanta Dutta, St Xavier's College, Kolkata and Anindya Ganguly

Worldwide, businesses are hiring more and more temporary or contingent workforce to meet their labour requirements. Temporary workers, including platform workers are a cheaper alternative to regular employees, alongside being easier to 'hire and fire'. Thus businesses are exploiting this opportunity to enlist thousands of workers under the nonstandard employment forms to avoid costs and shrug-off the other responsibilities. The scarcity and ambiguity of laws regarding gig workers have resulted into their widespread exploitation across the globe. Hundreds of thousands of workers around the world currently work in a non-standardised employment form, and a significant number of them is engaged in platform work. Before we delve into the topics of leadership in gig economy, let us understand the concept of gig economy, and the laws vis-à-vis the so called gig/platform economy. Ever wondered how the Swiggy delivery boy make money? Who owns the motorcycle when you booked a Rapido ride? Or how Urban Company functions? These are all examples of the gig economy.

The gig workers are freelancers, or independent contractors who are employed in a non standardised, non-traditional form of employment, wherein the worker is paid on a per work basis. It is also known as sharing economy, platform-based economy, or access economy. Thus, the gig economy is part of the informal sector wherein the workers are paid on a per gig or work completed basis. To illustrate this, suppose a Swiggy delivery agent completes an order delivery and receives the delivery money for that order. Now, if he completes 30 such trips in a day, he receives money for 30 orders and any additional incentives thereby. However, the agent is not considered as employee of the company, and thus, neither him/her, nor is the company bound by labour laws, or any moonlighting clauses. ILO defines gig economy as "Work is mediated through online web platforms" (ILO report, 2019, page 39). Thus, gig economy is characterised by a set of precarious

workers, commonly known as independent contractors, who render services to an intermediating platform, to meet the demands of customer. The platform based gig economy, thus, is structured by flexibility, wherein a worker enlists their services on a platform as an independent contractor and the platform charges a commission for matching buyers of services with the independent contractors. Every year lakhs of employable people, mostly young adults, enter the job market, and the so called gig economy allows them to register with Uber, Ola, Swiggy, Zomato, Urban Company, and other platforms. Managing these workers and fostering the intermediary relationship thus becomes the job of the platform. The legal provisions here regarding the treatment of the gig workers, their rights, and protection as under various laws are fuzzy. Leadership, in this case, is a supervisory one imposed upon by the platform on the workforce. The nature of the relationship between a gig worker and its platform often is quite synonymous to the traditional employer-employee relationship, minus the fixed employee costs, the legal protections to workers and basic employee rights. Wherein, the main motive of the leadership is to form a bridge between the customer and the workers enlisted on the platform. However, most often the solution provided is one sided—in the benefit of the customer—in order to retain a healthy business relationship with them.

Monitoring and controlling the workers is another important element of the leadership which is satiated through a rigorous rating system. The element of trust including relationship building with clients is an integral part of the process, in the gig economy (Wood et. al, 2019). Trust is established through rating systems and some other mechanisms ensuring the performance of the workers and provides the client with an element of monitoring and discipline mechanism (Wood et. al, 2019). It needs to be noted that a vicious cycle of ratings emerges as the supreme factor for workers in the platform economy.

On one hand it determines the performance and job quality of an individual, and yet on the other hand it cannot be transferred while quitting a job, thus trapping the individual in the same job (Schörpf, et al. 2017). The platforms maintain a strict rating system which prompts the leadership to ascertain the benchmark like a minimum of 4.5 out of 5 for Urban Company for continuation of workers contract and affiliating them to one's platform. The strategic leadership of these platforms is aimed at increasing the market share of the respective platform, enlisting new gig workers, forming a bridge between the customer and the service provider, and handling legal issues (if any). Leadership is being challenged by gig workers for employee rights. The workers claim to be exploited by the organisation, and as an outcome, multiple lawsuits were noticed across the world in recent times.

## Conclusion

The gig economy is thus deeply rooted in the lives of most individuals—from taking a ride using Ola or Uber, delivery of items using delivery agents, to the served-at-home salon facilities, everything could be facilitated through an app. However, until recently there were no formal provisions related to gig workers or their protection under the prior labour laws. A paradigm shift in labour laws was pronounced in 2019 with the aim to revamp all these archaic labour laws into distinct labour codes, thus reducing 44 labour laws into four distinct labour codes. The Code on social security finally introduced the concept of gig workers whereas the provisions are still not clearly defined and can be exploited by the so called managers or leaders of a platform. However, still companies are exploiting not only cheaper costs but also the easy termination of services, easier monitoring, shifting the burden of asset utilisation to workers, responsibilities towards employee benefits, and other legal aides to benefit themselves and the shareholders.

**Note:** The platform-based gig economy can

be segregated into two different models of operation, Crowd-work and work-on demand via an App. For this article we only considered the platform based gig economy with work-on-demand via an App model of operation.

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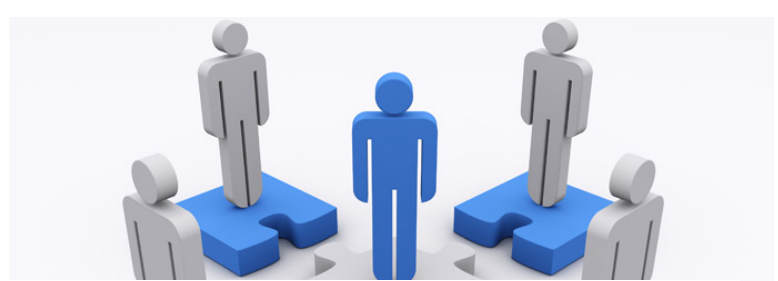
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# Here's how to get noticed as a middle manager

By Rebecca Houghton

Seventy-seven per cent of organisations still report a leadership gap, which is growing fast and this leadership gap is the home of the 'B-Suite' - the high performing middle manager. B-Suite leaders that I work with often feel overworked or overwhelmed, but most frustratingly – they feel overlooked. The frustration is understandable when you are working hard, kicking goals and making it happen, yet no-one seems to notice. It gets worse if someone less effective gets noticed. And it gets unbearable when someone else takes credit for what you have done.

According to Gartner, only 50% of leaders feel confident to lead today. And fresh research from DDI states that only 38% of CEOs rate their mid-level leadership quality highly. This mismatch is a challenge for both the B-Suite leader and their employer. What needs to change? Is it your Executive, or is it you? The answer is both, and it's about a 40/60 split. So, let's concentrate on your sixty per cent - actions you can take to start getting noticed by your Executive. Let's look at 6 simple tactics that will move you from being overlooked to being poised and promotable.

## If you play at level you'll stay at level

That other leader that took the credit? Yes, it's a nasty tactic, but they couldn't have done that if you had spoken up first and ensured that your executive knew where credit was due.

But you didn't want to – you wanted your work to speak for itself and you wanted your executive to notice. I hate to break it to you, but this is simply not the mindset of a seasoned executive. Your C-Suite rarely have time to spot the things that aren't brought to their attention. If you fail to raise it, you're failing to do part of your job – promoting the work, talent and achievements of your team (and yourself).

## Confidence is contagious

DDI's most recent leadership index states categorically that 'confidence in the capability of our leaders is the single factor

that will most affect success in changing market conditions.'

So while you might be suffering a crisis of confidence, I'm going to let you into a secret. I have yet to meet a leader that has an issue with their confidence (either minor or major) that they hide (either well or poorly). There is not a leader alive today who has seen the confluence of market conditions that we have experienced in the last 2-4 years.

So have confidence in the fact that you are not alone, no-one has done this before, and everyone is making mistakes, and don't let this undermine you (or at least, don't let it undermine you more than it is undermining every other leader!).

## Ask for help

Asking for help often makes highly competent people feel incompetent, inadequate and vulnerable. You might be worried about appearing needy, being a burden, or afraid that it'll highlight a performance gap.

Positioning a problem clearly is important when you're asking for help – and with your executive, offering a few options that you've narrowed it down to is essential. Then engage them – their natural default is to be helpful, as long as you've done the hard work first. Engaging them in something substantial like a problem will build a professional relationship far faster than flattery ever will.

## Invest in yourself

Quite simply, if you don't value yourself, no-one will. I'm seeing a material shift in the readiness of ambitious B-Suite leaders to invest in themselves, and the simple act of taking that agency often marks out those that are destined for greater visibility and those who are not.

## Mindset, not skillset

Refocus your development objectives away from skills-based learning. If you're already

senior enough to be thinking about being noticed by the C-Suite, you're already competent enough 'on the tools'. Your next learning curve is actually going to be about stepping away from the tools, and even stepping away from your expertise – in order to truly step into leadership. At this level, you don't need a new skillset. You need a new mindset.

## Manage up

The most important relationship that you have is with your own leader, yet we routinely invest more effort and energy on our direct reports. This is a mistake – your relationship with your leader is the most important relationship that you have, regardless of how good or bad they may be.

Structure your conversations to remind them of your achievements (and keep reminding them!), constructively ask them for help (see the previous point about asking for help), and ask them what they need from you.

This final question is often overlooked, and it's an important way to help you understand what is on their mind – and on the mind of their boss. This intelligence helps you to position your priorities, and your criteria for problem-solving, on their level rather than yours, which is the next level down.

Few organisations are guiding their B-Suite to achieve C-level impact, so only those leaders who can achieve that impact are standing out in the crowd – and if you want to be one of those, try the above and let me know how you go.

## ABOUT THE AUTHOR

Rebecca Houghton, author of 'Impact: 10 Ways to Level up your Leadership' (\$29.95), is a Leadership and Talent Expert and founder of BoldHR. Rebecca builds B-Suite leaders with C-Suite impact by working at an organisational, team and individual level. For more information about Rebecca can help your team visit [www.boldhr.com.au](http://www.boldhr.com.au)



# How coaching is setting leaders up for success through the bumps of 2021

By Lisa Stephenson

As we navigate COVID-19, the future success of businesses around the globe is not about technology or innovation, it's about human capital. Organisations know that the most important asset they can grow and acquire is people. Coaching has long held credibility as a performance enhancer, and these days, CEOs are embracing its power to invest in the growth of their leaders in preparation for the challenges and opportunities that we all know are coming.

Some of the country's most successful organisations have strong coaching cultures. CEO Tim Ford of Treasury Wine Estates engages his global executive team in a high-impact coaching program that has them robustly exploring leadership style and impact. Co-CEO of Judo Bank, David Hornery, has long been known for his commitment to coaching as a way of accelerating leaders' growth and shaping healthy workplace culture. CEO Hugh Killen of the Australian Agricultural Company is transparent in his belief that coaching for his leadership team and himself plays a critical role in their results and relationships.

It's been a polarising and challenging 15 months for leaders. The opportunity to truly show themselves has been significant, as has the responsibility. Leaders have been expected to drive and energise people, culture and results, while many of those around them feel the side effects of all forms of COVID-19 fatigue. Having a highly skilled coach by their side has the potential to make a significant difference to what both personal and organisational success look like in 2022. If you're on the fence about coaching, here's what you need to consider:

## Manage mind, body and emotion

Leaders are working the longest hours of their career and managing more complexity

with both people and strategy than ever before. They are also parents, partners, carers and more. High performance only occurs with deliberate self-management of mind, body and emotions. Coaching creates a totally confidential space where leaders don't have to know the answers, be right or look good. Coaching is a responsible way to decompress, reflect and plan your success. This is the place where leaders can say things out loud that they wouldn't say to anyone else. It's the place where their mindset can be broken down, challenged, nurtured and reset. Coaches look at all aspects of how you are living and working when it comes to wellbeing and personal operating rhythm. You can be sure that the leaders who are performing at the highest level right now aren't doing it by themselves.

## Increase effectiveness and impact

Coaching creates a powerful opportunity to truly explore every aspect of who you are being every single day, and importantly, it creates accountability. An ongoing coaching relationship means you are constantly looking at what's working and what's not, in a very robust way. Your growth is accelerated because you are proactively adapting your style. There's no waiting around for performance appraisals. Coaching has leaders being asked questions that they might not have thought about on their own, thinking hard about how to do better, and reflecting on how to have the impact needed to get the right results. Coaching is hard work. You have this person sitting opposite you challenging why you are behaving the way you are and asking you to commit to what you're going to do differently.

## Do more of what you are good at

Many coaches work on the basis that we should all spend more time developing our greatest strengths. After all, when we focus most on our gaps in performance, we just

end up with well-developed weaknesses. A coaching agenda will often have your greatest strengths mapped out and then aligned to opportunities to grow those skills further. It makes sense that we are more in flow and energised when we are doing what works for us. Coaching gives you clarity about where and how you should structure your time so as to add most value and experience the highest form of fulfillment.

## Commit to working on you and the results come

When you have a coach in your corner, you are more focused and more aware of your own potential and impact. A coaching relationship is sacred and it's often the most unconditional relationship that exists in people's lives. There is no judgement, just an expectation that you bring all of you to the table. You have to be prepared to have uncomfortable conversations and be committed to doing the work on yourself. It's no small task and it's not for everyone. But we know that it's leaders who set the tone, pace and culture within their teams – and what is absolutely evident is that those who look hard at themselves are more trusted, respected and emotionally intelligent.

## ABOUT THE AUTHOR

Lisa Stephenson is the founder of The Coach Place Global, and is globally recognised keynote speaker and author.







# Principles and Questions of Coaching

Episode 2

By Brian Tang, Corporate Training Consultant

This is the second article of “Business Coaching” – a series which aims to introduce the background and basics of coaching in business. In the last article I wrote about the definition of coaching and busted the myths of business coaching. I have recapped the main points below. You may refer to the last issue for the full article.

1. Coach does not equal to coaching  
Coach is a role, who uses a variety of skills including but not limited to coaching. Coaching is a skill that aims to develop and unlock one’s potential by helping the coachee to learn rather than teaching the coachee. Coaches don’t teach.

2. Coaching is not a one-size-fits-all solution  
Not everyone needs coaching. Only when the staff is technically and mentally ready should the coaching technique be used. Business managers and leaders often wear different hats in performance management – instructing, guiding, coaching, etc., depending on the situations and needs of the staff.

3. The world needs coaching  
The world today is volatile and unpredictable; we need coaching to explore possibilities. Human seeks autonomy; we need coaching to drive motivation and accountability. Good coaches make good people; we need coaching to develop more leaders and effective communicators.

In this article I will focus on introducing a principle and a few question types of coaching. They serve as the foundation that underpins the methodology of coaching. Just like constructing a building, it is hard to achieve the best result without getting the foundation right.

## Principle of Coaching – The answer is already in the room

As mentioned in the first article, coaches don’t teach or provide comment on the

coachee’s problem. If she does, she is not technically a coach but rather a guide or instructor. Coaches use a combination of listening and questioning skills to help the coachee discover blind spots and possibilities. Since the coach doesn’t provide input, it is safe to say that any insights and discoveries surfaced as a result of the coaching conversation should and only should come from the coachee. Suppose the objective of the coaching conversation is to solve a problem, say, improving sales figures. The coach won’t comment or guide the coachee to the answer, even if the coach herself is a top salesperson. The reason is threefold.

Firstly, if the coach is to provide the “answer”, there is no guarantee that the answer will be effective. The coachee, not the coach, knows her own situation the best. One may argue that the answer coming from the coachee may not be effective either. That’s correct, but since the answer comes from the coachee herself, she will be held accountable for her own “answer”. If the coach tells the coachee what to do but it turns out to be sour, the coachee has every reason to shirk the accountability.

Secondly, if the coach provides guidance, the coachee may develop a habit of relying on the coach to provide the “answer”. Coaching is to teach people how to fish rather than giving them fishes, for the former is much more sustainable than the latter.

Last but not least, any answer coming from the coach will serve as the “benchmark” of the solution. If the coachee’s answer is close to that of the coach, she is deemed to be on the right track. If otherwise, the coachee will inevitably feel being judged. Once this feeling is established, the coachee will never be able to speak without reservation.

Since the solution of the problem at hand is only to be answered by the coachee, we say that the answer is already in the room – it is just waiting to be surfaced. Coaching is the very tool to help surface the answer. On cloudy days we can’t see the sun up in the sky because it is blocked by the cloud, but that doesn’t mean the sun is not there. It is always up there – but somehow was buried for whatever reason. Same goes to coaching. The answer may actually be there. We just need to make it seen.

## Essence of Questions – Expansion and Discovery

If the coach doesn’t provide input, then how do we help the coachee effectively discover her own answers? In other words, what’s the essence of the coaching technique? The answer to this question is: Expansion and Discovery. We help the coachee expand their thinking and discover insights. By listening and asking questions, the coach guides the coachee to think higher, farther, bigger, and deeper. During the process, the coachee may discover blind spots or insights that inspire or, using the cloudy example above, reveal the answer she is after. There are two typical questions that can serve the purpose of expansion and discovery. I am going to explain each of them, then demonstrate with an example.

### “What else?” and “Tell me more”

Humans are lazy animals. It is in our nature that we don’t engage in any cognitive activities that are unnecessary. Our ancestors who lived in caves and wilderness must always be prepared to face the attack of predators. Hence, our brains evolved to bypass information and cognitive activities that are not absolutely necessary. When the coach asks the coachee to describe or analyze the situation at hand, the coachee usually gives the obvious answers. However, the low-hanging fruits may not be helpful to reveal any useful information. The coachee must follow-up by asking “What else?” or “Tell me more”. This is

when the coachee gets into the “thinking mode” and starts telling something beyond the obvious. This type of question can effectively expand the thinking of the coachee. Without stretching our thoughts, there’s no expansion.

Another corollary of expansion and discovery question is “In regards to X, what are the other possibilities?” Again, this is an open question that pushes the coachee to go beyond the usual suspect and come up with possibilities. The validity of the answer is not as important at this stage – divergent thinking is what we want the coachee to engage in.

### “What makes X?” or “What are the possible reasons of X?”

Analyzing the cause of the problem is usually part of the coaching conversation. However, how we ask may determine the quality of the answer that follows. Poor coaches simply ask “Why?”. Good coaches ask “What makes X?” or “What are the possible reasons of X?” They basically serve the same purpose – dig into the causes of the problem. However, the former is harder to answer compared to the latter. Although it is essentially the same thing, asking “What makes X?” seems to be more structural and rational, and would lead the coachee to answer in that direction. Asking “Why?” opens up the Pandora’s box, for the “Why” may contain both rational and emotional answers or factors that are out of control of the coachee.

Let’s see a coaching conversation in practice:

Coach: What do you want to talk about today, Susan?

Coachee: My sales figure has not been up to standard. It’s been below target for three months.

Coach: Is this the only thing bothering you at the moment?

Coachee: Yes.

Coach: Ok. Let’s talk about it then. You said that sales have been slow. What might be some reasons of this?

Coachee: Economy is down right now. People are more conscious of spending. That’s the trend.

Coach: I see. What else?

Coachee: Um...

Coach: (Stay silent)

Coachee: There’s no innovation in company’s products. I am selling the same thing for the past couple of years. Customers are getting bored.

Coach: Ok. Other than economy and company products, do you notice any other possible reasons?

Coachee: Well, I was talking to other colleagues the other day and they complained the same thing.

Coach: How are your colleagues doing in sales?

Coachee: Some are the same as me. Some are actually doing pretty well, more than pre-pandemic in fact.

Coach: So it seems like it is possible to have good sales despite the factors you mentioned.

Coachee: I think so.

Coach: Let’s go back to your challenge. Could you come up with other possible factors that contribute to your sales challenge?

Coachee: Maybe I have not been as hardworking as before.

Coach: Tell me more.

Coachee: I have not contacted as many customers as before, both in terms of generating new leads and taking care of existing customers.

The conversation is not over yet but we will stop here for now. As you can see, the coach has been very patient to guide the coachee to expand thinking and discover possibilities. She didn’t judge or comment on the coachee’s answers, although it is obvious that some of them can easily be argued. All the coach did was to acknowledge the coachee’s input and keep on pushing, in a nice way, the coachee to stretch her thinking. Our mental muscles act like our physical muscles – without stretching beyond the comfort zone it is hard to develop.

To summarize, getting the foundation right is the prerequisite of success in any coaching conversation. The foundation can be broken down into two areas: mindset and skillset. Mindset is the concept that “The answer is already in the room”. The coach must refrain from adding her own comment or input during the conversation, and trust that the coachee is able to come up with something that is best for herself. The skillset is expansion-based questions. By asking questions in the right way, the coachee will effectively stretch her own thinking and surface blind spots and discover possibilities.

In the next and final episode, I will introduce a coaching framework and some best practices of coaching.

### ABOUT THE AUTHOR

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# Crisis Leadership: The Qualities the Best Leaders have in Common

Published on September 8, 2021- Leadership

By **Tim Nelson, Korn Ferry**

Consider some of the scenarios that business leaders faced last year: The airline CEO who saw their planes grounded as international – and often domestic – boundaries closed. The retail CEO who was faced with closing every physical shopfront. The CEO of a parcel delivery service who suddenly had more parcels to deliver than ever before and not enough people to deliver them.

And of course, there was the challenge faced by every leader in supporting their people through lockdown and social distancing requirements.

While last year was an extreme example – a one in one hundred year pandemic, we hope – leaders are in the business of dealing with crises, big and small. It’s an important element of the role description and it’s not a case of if the next crisis will arise, but when.

Our ability to rebound from disruptive and stressful events depends largely on the strength of leadership.

Two recent reports by Korn Ferry provide insight into ‘what good looks like’ in leaders in times of crisis. Korn Ferry’s report, *The Chair of the Future*, imagined the role of the Chair in 2025, and the differences in skills, experiences, and traits that boards need to be building now. The interviews with Chairs and other business leaders for that report were conducted when the world was experiencing a crisis – the Covid-19 pandemic – and the findings reflected a view from the Chairs that there will be a lasting impact on companies and on society. The key attributes they nominated for a Chair of the future were: high emotional intelligence, resilience, agility, courage, curiosity, and a learning mindset.

Korn Ferry’s report: *Crisis-ready leaders; re-shaping our workplaces*, was also

informed by in-depth interviews with senior business leaders, and found that senior leaders who encountered crises got better results when they applied their emotional intelligence, compared to less effective results when they didn’t.

The research concluded that: ‘when a leader is able to remain clear-headed and composed under stressful, emergency circumstances, that leader is demonstrating emotional intelligence...enabling a sense of objectivity, emotional balance and resilience, self-regulation, and an ability to consider others, in part by staying humble and service-minded.’<sup>[1]</sup>



**When a leader is able to remain clear-headed and composed under stressful, emergency circumstances, that leader is demonstrating emotional intelligence...enabling a sense of objectivity, emotional balance and resilience, self-regulation, and an ability to consider others, in part by staying humble and service-minded.’<sup>[1]</sup>**



Leaders are used to working under pressure and they develop their skills by experiencing challenging environments throughout their career. These challenges offer them an essential training ground. Facing a crisis ups the ante because it can’t be met with the usual responses. And it can create an opportunity for leaders to develop and enhance the behaviours, competencies, and mindset required to develop the four domains of EI introduced by psychologist and best selling author Daniel Goleman <sup>[2]</sup>.

## How The Four Domains Of EI Can Help You In A Crisis

HOW THE FOUR DOMAINS OF EI CAN HELP YOU IN A CRISIS



Self awareness



Self control



Social awareness



Relationship management

**Self awareness:** Being self aware allows leaders to remain in charge of their emotions. In a crisis, one of the most important side effects of self awareness is the improved capacity to recognise emotions in others. Self aware leaders are more empathetic leaders, able to guide their people through uncertainty.

**Self control:** The self aware leader is also better positioned to control their responses to emotive and difficult situations. As Daniel Goleman puts it, self control enables the ‘good boss’ in our developed prefrontal cortex, to stand strong against the ‘bad boss’ controlled by our primal emotional

centre in the amygdala.

**Social awareness:** The ability to ‘walk in another’s shoes’ has become one of the distinguishing characteristics of leaders best able to lead through a crisis. Their social awareness allows them to see and understand how the crisis impacts people individually, as well as the business as a whole. It puts them in a better position to succeed without missing something crucial.

Relationship management: A leader's EI is most visible in how they manage relationships with others. They value collaboration and cooperation, seeking out the views of others and taking them seriously in deciding how to act. What we see is a leader who can bring their people along with them, moving towards a mutually positive understanding.

When the rubber really hits the road, and a crisis of magnitude impacts the business and tests its leader, it is their emotional

intelligence that makes the difference between counting the cost of surviving the crisis and coming out of it stronger with the strength and resilience to withstand the next.

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1 Evelyn Orr and Signe Spencer, *Leading in a Crisis* (2020).

2 Daniel Goleman's Four domains of EI: self-awareness, self-management, social awareness and relationship management.

*This is a contributed article by Korn Ferry; published by the Malaysian Institute of Management's Online publication, e-Management.*



# How to Maintain Productivity in Remote Teams

Published on September 30, 2021 - Human Resource

By Halim Ariff, Korn Ferry

Last year many of us were thrust into a worldwide experiment on the effectiveness of remote working. And while our research shows that concerns of decreased productivity are unfounded (working from home is just as productive as working in the office – possibly more so), many companies remain skeptical.

This isn't surprising. There have been many reports about heightened levels of stress created by remote work. And we know that stress can cause burn out. Some workers feel pressured to work longer hours and be visible to others in the business. They are spending more time online fueling 'e-presenteeism'. Presenteeism means you physically show up to work but due to exhaustion, lack of motivation or poor mental health are unable to perform at your best. E-presenteeism happens when employees feel they should always be available online and working. In both cases, it leads to decreased productivity levels.

Organisations need to build a culture of productivity that addresses both sides of the productivity equation – employees' well-being and company effectiveness – to create healthy and successful remote workplaces for the long term.

**Presenteeism means you physically show up to work but due to exhaustion, lack of motivation or poor mental health are unable to perform at your best. E-presenteeism happens when employees feel they should always be available online and working.**

## Back To Basics: Productivity And Remote Working

In considering what we're trying to achieve with remote working, it's useful to take a step back and consider what influences

productivity.

A key component of productivity is motivation. When people feel motivated, they perform better. But even the most highly motivated employee will lose faith if they don't feel enabled to do their jobs. So productivity is about combining motivation with the catalytic ingredient of enablement.

The problem is that remote work practices can significantly change job demands, autonomy, and relational aspects of work, which in turn influence employee outcomes.

**Organisations need to build a culture of productivity that addresses both sides of the productivity equation – employees' well-being and company effectiveness – to create healthy and successful remote workplaces for the long term.**

We need to remember that most jobs weren't created for remote work, so employees that were enabled before remote work may not feel as enabled in a remote or hybrid work setting. This can sap motivation and therefore decrease productivity.

The good news is that many studies, including our own research, a two-year study by Great Place to Work® and a report by McKinsey, found that many people have the same or even higher levels of productiv-

ity when working remotely.

But are people more productive because they're working longer hours? This was a real issue, particularly at the start of the pandemic, whether for reasons of e-presenteeism or because employees wanted to do everything they could to help their employers to keep people and jobs safe.

Well over a year on, these conditions have stabilised and individuals and organisations have learnt to flex the work/life load, whether through spoken or unspoken rules of engagement.




A more concerning version of ongoing e-presenteeism occurs when employees are not fully functioning in the workplace. This can be because of poor – often mental – health or lack of motivation.

Leaders need to address these issues sensitively, helping their people find the support they need no matter the cause.

## Time To Put Productivity Into Focus

While challenging, we believe productivity and remote working can happily and healthily co-exist. Leaders need to help build a culture of productivity that's compatible with remote working, starting with these four steps:

### TIME TO PUT PRODUCTIVITY INTO FOCUS

-  Understand the nature of the work
-  Set boundaries and priorities
-  Give people a voice
- 

## 1. Understand the nature of the work

Companies cannot simply make a job virtual and expect it to simply function as before. Work has to be properly understood – why it exists, who can do it, what’s involved and how can it be done. Only when these core elements are understood can an organisation enable its employees to do their jobs successfully.

## 2. Set boundaries and priorities

The boundary between personal and work has become very blurred. Leaders must walk a fine line in supporting their people to balance work and delivery timelines without slipping into micromanagement. Instead, their role is to guide and then trust their employees can and will manage their own time effectively.

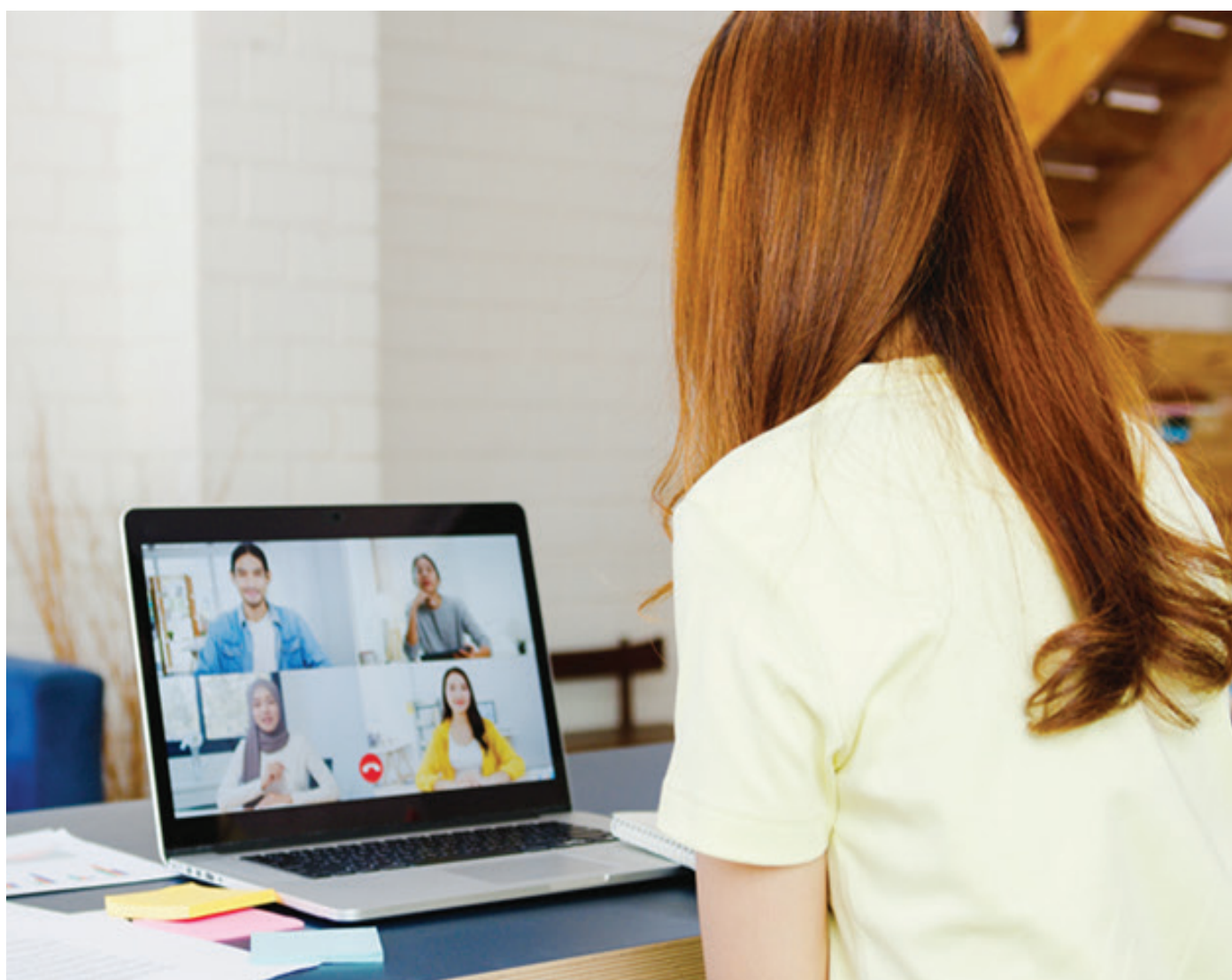
## 3. Reward the right behaviours

Failure to introduce a clear outcome-focused system to reward work that is done remotely can lead to presenteeism. Leaders can play an important role in motivating their employees by celebrating successes big or small and giving recognition and thanks for good work done.

## 4. Give people a voice

The first three steps will fall flat unless you implement a final initiative: giving employees a real, palpable channel to express what they think, feel, and experience. Top leaders should reflect the feedback they receive and stay in true dialogue (not monologue) with their direct reports.

*This is a contributed article by Korn Ferry; published by the Malaysian Institute of Management's Online publication, e-Management.*



# The Generational Divide; Age Diversity!

By Sarfaraz A. Rehman

When we were growing up, the difficult teen years and maybe early stages at work were testing periods. In a generation where communicating with older people was generally cautious, sometimes stilted and distant, it was always put down to the generation gap. But the good thing was that everyone involved could see the light at the end of the tunnel. Times uncountable, one heard how this problem will be over post teens, or for young employees as soon they settle down.

Push forward thirty years and something has changed. Today the generational gap has expanded dramatically and really come home to roost. It is no more about a few years. All of us are engulfed in it all the time. It is more like a generational war between old and new. We saw it in action in 2016. Both the Brexit and Trump votes showed the age divide in the segments vote.

Older people generally are less concerned about the materiality of things. It's more about culture, nationality, independence, the feeling of isolation, and being disenfranchised. "We do not belong; no one listens to us; we simply do not exist. It's as if we have fallen off the back of a truck and no one has noticed". The older generation is feeling left out, perhaps technology and social media making them less relevant. Hence there is a reaction, against economics, more about culture, more about race and nationalism.

The younger ones are concerned about the future shape of things. They have grown up in a networked environment and are at home in this global village. They are less worried about migration and how society is being homogenised. It's about eco systems, environment, interlinkages and how to make a prosperous future. Make the global village work together. And at the backend, how best to deal with rampant technology, use it and drive it further. There is a further change in Millennials' (early 80s to late 90s birth) thinking. Research is showing that

ideas about prosperity are changing. Millennials' are opting for valuable personal experiences than necessarily outright ownership of property. This is part of Maslow's Hierarchy of Needs. As Millennials' have grown up in a more secure environment, they do not necessarily feel property ownership is a purpose in life and would much rather go on a holiday and value that experience more.

Partially this generational gap is laid on the door of demographics. In many developing countries the youth bulge is giving the under the 30s a very large and dynamic say in society. This leads to a face-off, between the conservative and liberal agendas. Quite the opposite, in developed societies with birth rates dropping and population ageing, it is the older population which has a significant vote bank, and it is this population which is driving a nationalistic agenda. You see that with Brexit and Trump votes.

What is coming is a more scary generational scenario. As the world population growth declines and comes to a standstill somewhere around 2045, the older population will become bigger in numbers. However, technology and the operations of the world, will be more readily handled by the youth. Simultaneously, the older population will start retiring in big numbers. The responsibility to run the world and provide for a growing old age population will fall squarely on the youth. As the retired population increases, it will be fewer younger people providing for more and more older people. One can actually see an 'inverse responsibility pyramid', leading to a generational conflict developing and chaos prevailing. This is all the more likely, as the then youths will not attach much value to wealth accumulation. So looking after the workings of an aging world will become a huge bind for them.

Since this eventuality of generational conflict is so obviously apparent today,

governments and world organisations need to come together to carve a plan which shall stop this terrible situation developing. Part of the solution may be to reverse declining birth rates, but also will include a big increase in the retirement age and further utilisation of retired people in society (perhaps volunteer work). Also legislation to enhance inter-generational mixing and teams. Age diversity! Without such reforms and actions to stop this generational divide, it can tear us apart and cause endless harm and destruction.



## SARFARAZ A. REHMAN,

MD / CEO, Fauji Fertilizer Company Ltd. Pakistan  
(Written when SAR was on the Board of MAP)





# Live your Future in the Present: Snapshots of the 19<sup>th</sup> MAP International CEO Conference

By Junie S. del Mundo

Perhaps the single most potent weapon that leaders in any organization or government can wield is their vision -- the ability to look back, sideways, and ahead in order to achieve set goals, manage crises, predict or even create the future, and to design a legacy that outlives them. This was the crux of the 19th Management Association of the Philippines (MAP) International CEO Web Conference, entitled "Hindsight, Insights, Foresights: The Future in the Present Tense." Throughout the pandemic, the demands from the business community have changed drastically; the expectations from business leadership have been elevated to heights that clearly speak of the increasing role the sector plays in society.

We had high hopes that 2021 might be the year to win back everything we've lost to the pandemic. But it's September again -- three more months until 2022 and it feels like we still have a mountain to trek. Alas, living the future in the present tense means taking charge of our lives and winning over this pandemic the best way we can. At this point, COVID-19 is no longer something we can eradicate, so the answer is to live with and around it, and understand what we can do to be safe and productive.

In order to live in this new reality, the MAP International CEO Web Conference posits that business leaders need to harness their vision to see beyond the usual and clearly perceive that which was once vague or invisible.

In the first session, Mr. Tim Ryan of PwC explained how CEOs are increasingly more concerned with firstly, how they can further drive trust among their customers, employees, investors and other stakeholders, and secondly, how they can drive sustained outcomes. These are two of the most important issues that will drive success in the next 10 years. Balancing the need to do right for their employees and communities with the need for profit is a fundamental challenge that has to be faced by organizations globally. And this is driven

by five urgent issues faced by the world today -- Asymmetry, Disruption, Age-disparity, Polarization and Trust. These issues are changing the way millions of people live and work for years, but the pandemic has accelerated the pace. Amidst rapid change and uncertainties, businesses then have the responsibility not to leave anyone behind. As business leaders, the bigger part of our job is to provide hope, and enable our companies to be a force for good. That's how business becomes the bedrock of trust in our society.

Intrinsically, a renewed appreciation and application of excellent organizational values fuels trust in businesses, brands, and institutions.

This is what Mr. Stephen Kehoe of Edelman discussed in our second session, as he stressed that trust has become a most vital currency. When uncertainties are everywhere, people naturally turn to leaders they can trust, and companies that look out for them.

The 2021 Edelman Trust Barometer highlights the need for institutions - in government, business, NGOs, media - to bridge the trust gap and join hands to address foundational societal problems. Through the power of social media and other transformative technologies, consumers, employees, and other stakeholders are more emboldened than ever to demand and effect organizational changes to make society better. This cuts across all manner of institutions and operational aspects -- environmental, societal and governance standpoint.

Failure to tell a company's story and live up to values are major factors for trust erosion. Consumers have shown a readiness to give up brands that don't earn their trust. The pandemic has magnified the definition of trust as people look for institutions that they can trust. As leaders, we need to embrace this responsibility, to deepen our

role and purpose, and realize the full potential of our brands and services in bettering the lives of everyone whom we touch.

In our third session, Mr. Virendra Shelar of OMRON expounded on trust in employer-employee relationships, as he champions principles-based management. It is a model that gives employees greater autonomy in the workplace, paving the way for the transformation of how work is done, and, in a larger context, how society will become more autonomous through technological advancements.

Principles-based management is indeed a progressive and visionary practice. It is a people-oriented management where employees can unleash and exercise their abilities and passions to the fullest. But concurrently, businesses must be flexible to employees' needs to proactively develop their skills and maximize their talents. In this regard, HR must understand what the needs of the business are and support them to ensure that companies reap more benefits in the future. Even more importantly, a company's values might be brought to the forefront as this helps motivate employees, promote loyalty, improve retention, and thus productivity.

All these are essential especially in this era when COVID-19 is accelerating the pace of change, and we must all grasp the opportunities that were expected in the future but are, in fact, happening now.

An inclusive approach to healthcare, meanwhile, is being advocated by Dr. Kristana Kraisingtu. Her work in Thailand in developing and manufacturing herbal and traditional medicines is far-reaching, as she manages to tap and elevate people from the grassroots level. Through her tireless efforts, we witness how economic and social transformation can be realized by empowering people with means of livelihood and helping them attain equality and human dignity.



At a time when people are very much dependent on government and other external institutions for their healthcare needs, Dr. Kraisintu's work is inspiring as she empowers communities and guides them in taking ownership of efforts to solve problems at hand. It is a holistic effort to development that we should all emulate.

Diving even more broadly into healthcare in our fifth session, Amb. Luc Veron, Ambassador of the European Union (EU) to the Philippines, emphasized the importance of vaccination as the way to pull through the pandemic.

We can all agree that vaccination is the only way we can live with COVID-19 and regain our capacity to pursue our ambitions. Getting inoculated should be considered an investment not only in society's health but also in the nation's ongoing economic recovery efforts. In the EU, he noted how the economies are already opening up because of the improving health situation. It is uplifting to hear from him how the EU is committed to ensure that everyone who needs a vaccine gets a vaccine, anywhere in the world. Likewise, it is very much welcome news that the EU is intent on making significant investments in the Philippines, not only to address the unprecedented challenges of the pandemic, but also to strengthen economic ties and help lead us on the path towards a green and resilient future through environmental and digital initiatives.

In our sixth and last session, Lord David Howell outlined the geopolitical shifts taking place worldwide, particularly in the Asia-Pacific region. The traditional centers of power and influence associated with the "West" have truly shifted to Asia and other regions. Indeed even in the early 2000s, we were already getting a sense that the 21st century would be the Asian century. This geopolitical shift mirrors the interpersonal shifts away from structures of governance and hierarchy being observed among people worldwide. The gigantic revolutions in communication and worldwide transmission starting in the last three decades have

resulted in the empowerment of the individuals. This development has amplified everyone's voices and put leaders into the constant spotlight of accountability unlike never before. The erosion of long-established institutions of governance calls for new principles in the art of leadership, new structures of trust and authority, reflective of the dynamics of our new era.

From the presentations and discussions, we have these key takeaways:

Health is a global responsibility. In our interconnected world, we've seen how a health crisis can quickly overcome our economic, social and even political infrastructures. Every country has a role to play in securing our collective path to recovery.

People empowerment is paramount. This is the key to effective leadership, and to building an effective team. Empowered employees directly correlate with stronger performance, satisfaction and commitment to the organization.

And above all, trust is an invaluable capital resource. Trust strengthens individual and institutional integrity, and is the foundation for growth.

The pandemic has precipitated changes in society in unprecedented terms. As business leaders, it is our responsibility to ride the waves and find ways to navigate - head above water - rather than to resist and sink into the depths.

Throughout the conference, we were witness to many conversations that elevated the new expectations from the business sector.

Now, more than ever, we need to zoom out and assess our changing dynamics with respect to our employees, environment, our duty to foster equality and dignity, and most importantly, our trust currency.

Gone are the days when our business just revolved around our products and services.

It is incumbent upon us to look at the world and see how we can create value outside our coffers. We are expected to work alongside the government, even lead sometimes, in advancing the interests of society and the environment.

Our workforce - the lifeblood of our companies -- also demands a renewed sense of purpose and a conscious effort to make working conditions and modalities more flexible.

And most of all, we need to make sure that trust remains at the center of what we do. Our ability to command employee confidence, customer loyalty, industry credibility, and to build legacy— all depend on our trust currency.

This MAP CEO Conference fires from all cylinders— leadership requires us to look back, sideways, and ahead in ensuring that we live in the present under future-proof terms.

We live and will continue to live in interesting times. Make no mistake about it - we are at the precipice of major shifts that will come when humanity least expects it. Armed with wisdom of experience and the power of data-driven insights, we have every opportunity to chart not just our businesses, but society as a whole.



## Junie S. del Mundo

Vice Chair of MAP CEO Conference Committee, Vice Chair of MAP Health Committee, and Chair and CEO of The EON Group.



## Upcoming NMO events

National Management Organisation	Event	Theme	Date	Overview	Paid/Free	For more information contact
All India Management Association	AIMA LeaderSpeak Session (Online)	'Harsh Realities' book by – Mr Harsh Mariwala, Chairman, Marico Ltd.	19-Jan-22	AIMA's LeaderSpeak Series – is a hugely popular series of webinars conducted with thought leaders including industry captains, management gurus, senior government functionaries, on topical themes and subjects.	Free	Ms Shalini Ahuja sahuja@aima.in
All India Management Association	AIMA Management Cafe (Online)	Session with Mr Harish Bhat, Brand Custodian, Tata Sons	14-Feb-22	AIMA Management Cafe is a series of monthly webinars focussed on 'Leadership and Management'. Addressed by eminent speakers and experts, the webinars explore management practices and trends to stay abreast in these rapidly evolving times.	Free	Mr Anoo bhav Sehgal asehgal@aima.in
All India Management Association	AIMA 66th Foundation Day & 16th National Management Day (Hybrid)		21-Feb-22	The AIMA Foundation Day is a flagship event, held every year on 21st February. It is also celebrated as India's National Management Day. On this occasion, AIMA also bestows its prestigious awards on eminent personalities who have made outstanding contributions in the world of professional management.	Free	Mr Mansoor Hassan mhassan@aima.in
All India Management Association	Global Procurement Summit (Hybrid)	Convergence of Public and Private sectors to maximise value through Green and Innovative Procurement	03-04 March 2022	The AIMA Global Procurement Summit 2022 will discuss how to make PPP more relevant to both public and private sector, deliberate on issues in the growth of infrastructure, and explore the way forward on green procurement.	Paid	Ms Gurbandini Kaur gkaur@aima.in
Management Association of Pakistan	22nd MAP Convention 2022	Leadership & Governance in Changing Times	17-Mar-22	Annual Flagship event of MAP held on a topical theme of Management and Leadership interest	Paid	info@mappk.org
All India Management Association	7th National Leadership Conclave (Hybrid)		12-13 April 2022	The AIMA National Leadership Conclave is a flagship programme held on a topical theme of national interest; addressed by senior ministers, industry captains, policymakers, academicians and thought leaders.	Paid	Mr Mansoor Hassan mhassan@aima.in



Asian Association of Management Organisations

## **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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