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01



President's Message

employee motivation, loyalty and productivity, all businesses are encouraged to adopt a shared prosperity business model for broad-based prosperity.

Across these diverse perspectives, a unifying thread emerges - the profound influence of human agency. Whether in leadership, collaboration, personal branding, or environmental stewardship, our thoughts and behaviours carry momentous consequences. This issue challenges readers to reflect deeply on how they can harness the power of human potential for positive impact.



SK Cheong

President, Asian
Association of Management
Organisations

The articles in this issue share a common theme - the profound impact of human behaviour. The diverse topics covered highlight the key role our thoughts and actions play in shaping consequences, both for individuals and organizations.

In "**A Leadership Tool**," Mr. Muniinder K Anand explores the power of Emotional Intelligence as a critical leadership competency. Emotionally intelligent leaders can foster more inclusive and resilient workplaces, even in times of crisis. Mr. Anand provides guidance on cultivating this essential skill.

The issue also addresses the personal dimension of human behaviour. In "**Brand Yourself**", Mr. J Devarprakash offers practical advice on how to proactively manage our individual brand reputations alongside those of our organizations.

Echoing Mr. Anand's theme, in "**We Need More Facilitators at Work**", Mr. Brian Tang underscores the importance of facilitation in ensuring smooth work processes and better outcomes. Unlike trainers who focus on content, skilled facilitators master the art of guiding productive discussions and collaborative problem-solving.

Ms. Chit U Juan's "**Climate Change Adaptation: Layman's Version**" lays bare how our daily choices, from consumption to waste management, contribute to climate change. Collective efforts to adapt our lifestyles will be essential to mitigate the mounting damage.

Finally, from a macroeconomic lens, Dr. Benito "Ben" L. Teehankee examines the disconnect between his country's GDP growth, productivity gains, and stagnant real wages based on World Bank's statistics, in his article "**Sharing Prosperity with Employees**". As fairness in pay can directly affect

Contents

July - September 2024

President's Message

by Mr. SK Cheong

President, Asian Association of Management Organisations



A Leadership Tool

by Mr. Muniinder K Anand,

All Indian Management Association

Brand Yourself

by Mr. J Devarprakash,

All Indian Management Association

We Need More Facilitators at Work

by Mr. Brian Tang,

Macau Management Association



Climate Change Adaptation: Laymans Version

by Ms. Pacita Juan,

Management Association of Philippines

Sharing Prosperity with Employees

Dr. Benito "Ben" L. Teehankee,

Management Association of Philippines

● A Leadership Tool

by Mr. Muniinder K Anand,
All Indian Management
Association

Emotional intelligence can make the workplace more inclusive and equal.

“When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.” - Dale Carnegie, American writer and lecturer. The mainstream belief that people with a dominant right brain are rational, while creativity is higher in left-brained people, is actually a myth. Ample studies and research indicate no clear difference between their functions. Both sides show a similar amount of activity. The lateral connection to emotions theory is mostly popular because of its widespread acceptance and not because of any substantial proof.

It directly relates to the notion that a distinct demarcation should and can be established between professional and personal lives. However, in today's digital age, when renowned brands face competition from constantly pivoting startups and tackle uncertainties in many shapes and form, leaders cannot just rely on rational thinking. How do leaders plan to meet the demands of the younger workforce, which

prioritises purpose over pay? What about employee engagement and retention?

“Empathy makes you a better innovator.” - Satya Nadella, CEO, Microsoft

Ever renewing uncertainties loom big and bring to the surface more complex problems, making innovation a necessity. The journey of inventing a concept, prototype, product, or service begins with an idea. Ideas strike us when we least expect them. Creative freedom is definitely a catalyst, but it is not sufficient. The major contributor to innovation is actually empathy. According to Catalyst, 61 per cent of employees with leaders high in empathy reported being most often or always innovative at work.

In fact, empathetic leadership also impacts employee engagement. Even without the data and organisational jargon, it is palpable that high levels of stress can hamper the productivity of employees. Interpersonal relationships also suffer visibly. From performance to collaboration,

every aspect is affected.

Fellow leaders can imagine a workplace that is crumbling not only due to the onset of a sudden crisis but also because of a lack of empathy in the workplace culture.

Is this a passing trend or a torch-bearer of change?

The stereotypical description of a leader neither fits the current requirements of the corporate world nor aligns with the demands of today's diverse workforce. Employees wish to be led by an individual who is unafraid of being vulnerable while knowing how to regulate their emotions. Taking a clear stand on tough issues, their actions match their words. This creates an image of a human leader who is approachable and whom people at all levels can trust.

Employees look up to such a leader in the hopes of following in their footsteps of success. Yet, it starts contradicting the idea of being your true self at work. How can we bring our authentic selves to work while leaving the emotional segments at



home? How can you direct ideas to stay confined within a space and time limit?

This perfection creates a disconnect in the workplace community where people feel hesitant to share their honest opinions. Often, this becomes a reason for the most creative ideas to not reach their final execution and for a disengaged employee to quietly quit.

Identifying burnout, encouraging initiative, recognising efforts, and building connections-all need emotional awareness in themselves and others. Leaders who want to invest in the growth of employees try to actively know the employees beyond their professional identities. Along with the implementation of policies, they bring about change through consistent inclusive practices.

However, to utilise the full potential of emotional intelligence, Center for Creative Leadership suggests 2 making some solutions a part of culture.

- **Listen to learn**-Keeping an open mind and a non-judgmental stance can help a community become more compassionate. Especially, when the leader listens to the issues raised by the under-represented groups, whether in person or offline, anonymously or with identity, regarding work-related difficulties or personal life crises, they demonstrate the willingness to care during tough times.

This also holds true for unfiltered feedback. An organisation's people are its strength. So, if they have been struggling with something or can foresee an error turning into a complication in the future, it is necessary to pay heed. Create and maintain communication channels that allow people to articulate their honest emotions.

- **Understand to motivate**-Increasing raises, rewarding bonuses, and promoting consistently high performers certainly help employees. However, what they need are learning and development opportunities that help them upgrade their skills, both technical and core. Emotional intelligence is a powerful skill that can help individuals and teams become self-aware and improve their relationships.

Along with that, leaders need to acknowledge when an employee takes initiative and validate their efforts to improve. This gives a much-needed push to the employees who get motivated to continue innovating and contribute to the bigger objective.

- **Lead by example**-Actions will speak louder than words, and empathetic leaders always try to align their words with actions. However, when they fail, they accept their mistakes and make amends. Considering this an opportunity to unlearn and relearn, they acquaint themselves with the right answers. They reach out to the experts to learn from those who have lived through the experiences.

This creates a culture where rules are the same for everyone-irrespective of hierarchical level, personal background, age, gender, skills, or sexual orientation people are treated in the same manner. So, everyone gets the chance to be more aware and more inclusive.

Emotional intelligence is the leadership tool that can ignite creativity, strengthen relationships, and make the workplace inclusive and equal.

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● Brand Yourself

by Mr. J Devarprakash,
All Indian Management
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In this age of branding, it is not just companies and products but also people who need reputation management.

Whether you know or not, whether you like it or not, you are a brand. Your 'branding' happened soon after you were born, and has happened through the various phases of your life—a crying baby; a silent kid; the smiler; the moody; and many more moods. From toddler to childhood to adolescence to adulthood to middle age to old age, as you go through the human life cycle, your branding travels along with you at all stages. And, usually, this branding lasts till your end. It can be beyond that, if you are exceptional. In this age of branding, not just companies and products need reputation management, but people do as well. While companies and products crave branding for getting a hold in the marketplace, people require it to have an identity in workplace or society.

Personal branding

What others largely think about you based on your attitude, knowledge, quality, morale, values, nature, work, commitment and so on is known as your 'Personal Branding'. Jeff Bezos, founder of the world's largest e-commerce and cloud computing company, Amazon, once said, "Your brand is what people say about you when you are not in the room."

For instance, look at the brand 'Homi J. Bhabha', the founding father of India's nuclear power programme. His dynamic personal branding raised him as an internationally renowned personality. He was a nuclear scientist, but he was also recognised as a visionary, artist, and an ardent nature-lover. His personal brand value led India to enter the sophisticated list of countries having scientific prowess. Even today, after several decades of his time, brand 'Homi Bhabha' lives on.

Understanding the relevance of personal branding

Personal branding remained a lesser-known subject until management expert Tom Peters came up with his startling essay *The Brand You* in 1997. Since then, it became an intriguing part in management and personality development studies and is now regarded as a distinctive field. Though the concept of personal branding is relatively new, several organisations and people who have realised its relevance in business and workplace are employing personal brand strategies and are reaping its benefits.

Consider the brand 'Ratan Tata': He is known more as a philanthropist than as an industrialist. Drawn by his personal brand that reflects his vision, leadership, nationalism and commitment to social causes, over 126 lakh people follow him in social media. Besides the fact that he is one among the most admirable personalities, his products and organisations have also gained high reputation among the public.

Brand yourself—if you don't, others will

Your personal brand is a significant trait that travels along throughout your life, but you hardly manage it, leaving it to others and circumstances. Understanding your own brand and managing it yourself will undoubtedly help in many ways—achieve self-realisation, improve performance, job satisfaction, and of course, fame. Also, it often reminds you about your own strengths and weaknesses. And in organisations, it will pave the way for good work culture, improved productivity, and recognition.

There are plenty of tested personal branding strategies to adopt. In fact, with the exponential emergence of social media you can build your brand overnight. It is much easier to obtain than maintain. Therefore, the key is consistency. Remember, your organisation is your identity. Immerse yourself into the system, values and ethos of the society or workplace. Amidst these, try to find a place for yourself.

Here are some ways to steer your personal brand along with that of your organisation:

Be passionate towards your work

Be fanatical about whatever you are today and try to give full justice to the work you have been assigned. With the ambition to achieve something you might have joined an office. But things might not work out the way you had planned. In such a circumstance, you have two choices other than leaving the job: one, you remain frustrated and work insipidly. Two, keep your annoyance aside

and work passionately. Surely, choice two will make you stand out and will increase your reputation among your colleagues.

Appreciate others

Everyone is talented in one way or another. When one of your colleagues accomplishes a task, you be the first person to appreciate him or her. Acknowledging others' work or ability is crucial in maintaining and retaining good personal relationship in the workplace.

Face challenges

Do not fear the challenges that come on your way in the workplace. Taking up challenging tasks will give you a chance to put your best foot forward at work. It will certainly allow you to network with new and more people and open up many opportunities. Face challenges, but take calculated risks.

Mere branding will not take you anywhere

A customer buys a brand new luxury car and drives it home. After a mile, the car comes to a sudden halt. After all his attempts to start the car go in vain, the customer calls the store manager in anguish. The manager, from the other end, politely replies that the car does not have an engine. Taken aback by this response, the customer asks the manager that how did the car run for a mile without engine. The manager says, "Because of the brand value.

"This story is for those who believe that branding alone is enough to acquire esteem. Actually, your personal brand will take you only up to a mile, to move beyond that you must work consistently, and to

move beyond with same reputation you must toil.

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● We Need More Facilitators at Work

by Mr. Brian Tang,
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Consider the following scenarios at work:

- The marketing team calls upon a meeting to analyze regional sales trend and come up with course of action to boost sales.
- The production team wants to discuss continuous improvement efforts to improve efficiency and reduce waste.
- Your boss wants to brainstorm with the team how to utilize generative AI at work.

What does it take to make the above discussions and meetings successful? There are plenty. To name a few, the meeting agenda must be clarified and communicated. Next, the process must be well thought out and skillfully executed. Moreover, all attendees should fairly contribute their ideas and co-create the solutions. There are more but let's stop here.

The next question is, who ensures those success factors? The host? Who plays the role of the host? One

of the meeting attendees, the team leader, or someone from HR?

In fact, there's a proper name for the "host" in this case – it's called Facilitator. The facilitator clarifies and communicates the meeting objectives, designs the agenda, and executes the process. The meeting can be called a "facilitation session". The facilitator literally facilitates the process and assists the participants to reach the objectives – whether it's problem-solving or consensus building.

The skills and knowledge that enables a facilitator to do the job well, i.e., the "success factors" we mentioned earlier, is called "facilitation skills" in general.

Now go back to the three scenarios at the beginning of the article. When you had similar meetings (or facilitation sessions) at work in the past, who played the role of the facilitator? Did he have the proper facilitator skills

Facilitation Myths

There are common myths about facilitation and facilitators. Many people confuse them with training and trainers. In fact, there are related but distinct. A trainer's job is to impart specific knowledge or skill to the learners during a learning event. The trainer knows something the participants don't. We may call the trainer a "**Content Master**". On the other hand, a facilitator may not know anything more than what the participants already know regarding the issue at hand. However, the facilitator knows how to design and execute a process that enables participants to collectively move forward on the challenge. We may call the facilitator a "**Process Master**".

A good trainer can be a good facilitator. While many training skills can be transferable to facilitation, a trainer must supplement himself with additional facilitation skills in order to do the job well as a facilitator. The reverse

is also true.

Why is facilitation needed

Let me put my assertion up front: we need more facilitators and fewer trainers at the workplace. Here's why.

1. Knowledge is cheap

The last time you don't know something and want to fill your knowledge gap, what did you do? For me, I googled it and watched YouTube. If I want to learn something more specific, I subscribe to some learning platforms (For example, LinkedIn Learning) and watched their learning videos. Knowledge acquisition is convenient (available 24/7), accessible (everyone can access them), and low cost (plenty of free resources, even paid resources are very affordable). Thanks to COVID-19, people are generally quite comfortable with online learning now. In short, knowledge is cheap. The value of traditional training programs is being compromised. Trainers who only know how to teach may risk losing their jobs soon.

However, knowledge itself cannot solve all the problems at work. Go back to the scenarios at the beginning, they cannot be solved by watching YouTube alone. We need someone who can bring people together, engage them in a process, and collectively problem-solve. We need facilitators.

2. Group learning that generates alignment and commitment is badly needed

As the world gets more



complicated and uncertain, leaders and managers won't have all the answers for the problems at hand. We must be able to tap into the group's collective wisdom, engage their participation, and create ownership and accountability. Sadly, this level of group learning and engagement is rare at the workplace today. Many organizations and groups are siloed, short-sighted, and filled with personal agenda.

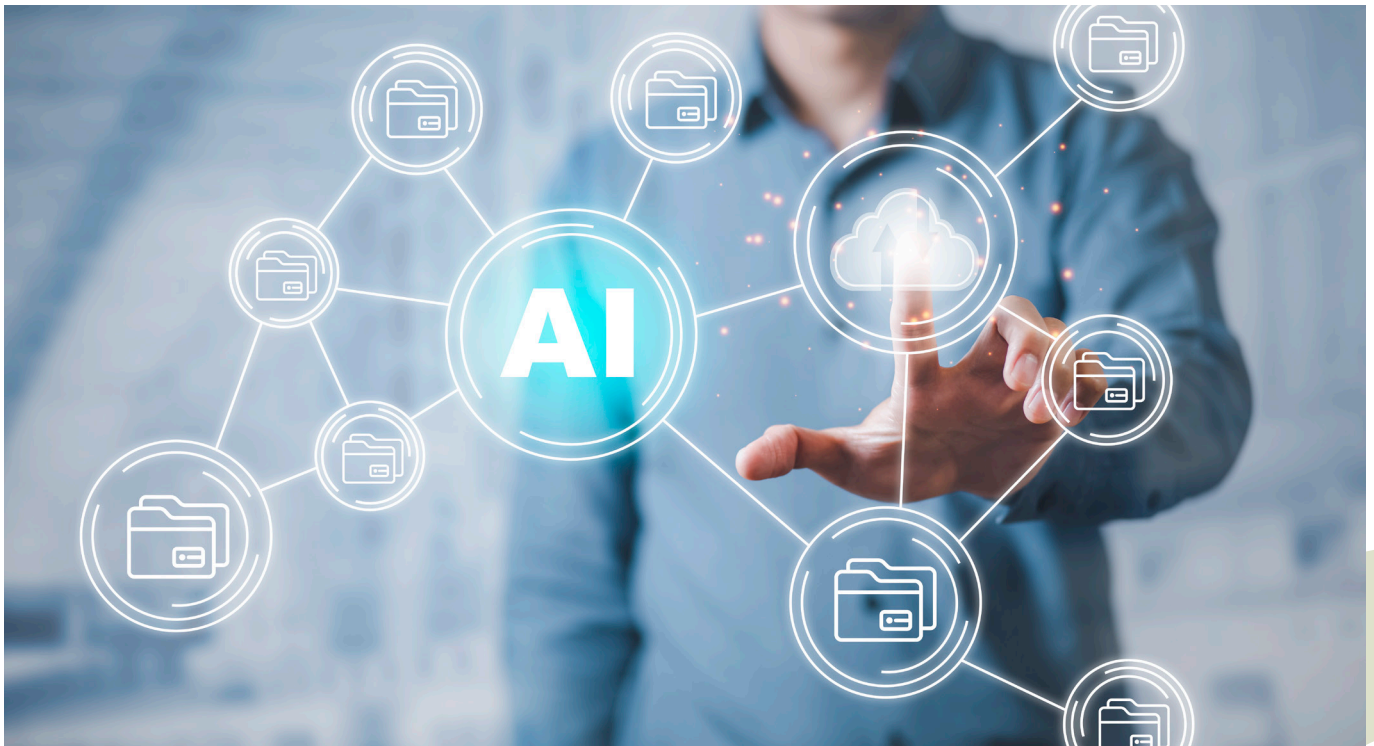
Compared to online learning which is accessible and convenient, group learning and collective problem-solving cannot be done easily online. This is where the role of facilitator adds value.

Facilitation, when done right, can bring engagement, alignment, commitment, and energy to the team. Skillful facilitators know how to create a safe space to encourage input, ensure voices get heard, and bring alignment to the decision.

Think about the first scenario: A meeting was called upon to analyze regional sales trend and come up course of action for the marketing team. Does the head of marketing have the answers? He may have some thoughts or opinion prior to the session, but

saying that he has all the answers is obviously an overstatement. Imagine you were one of the participants. If you were invited to voice your opinion, and your felt like your voice got heard. You had the chance to discuss and debate issues healthily with colleagues, and you participated in the decision-making process. The final decision was not something you opted for but you felt like you agree to "disagree and commit". At the end of the facilitation session, how motivated would you be to commit on the course of action? Very high, I would say. That's the power of effective facilitation.





3. Human facilitators are less likely to be replaced by AI than trainers

The rise of generative AI and related technology is rapidly disrupting many jobs and industries. Fortunately, facilitation is one area that AI cannot surpass human, yet. For example, during the facilitation session a great facilitator knows how to “read the room”, assess the group dynamic, and adjust the facilitation style or tweet the agenda. In the near future, we might be fully immersed in a metaverse in which AI acts as the virtual facilitator who can do everything a human facilitator does. Until then, it is safe to say that human facilitators are enjoying an advantage over AI at the moment. However, this advantage won't last forever.

If you are thinking about increasing your value at work without worrying too much about being replaced by AI, facilitation skill is something you should consider developing.

While you don't need to worry much about being replaced by AI yet, you should definitely learn how to leverage AI to make your facilitation work easier. For instance, try to use ChatGPT to help you craft a session agenda. There's a saying that if you don't know how to use AI, you probably won't be eliminated by AI but you sure will be eliminated by someone who knows how to use AI.

Facilitation at work and in life

We have talked a lot about facilitation at work, but facilitation is not reserved for work-related context. Consider the following scenarios:

- You and your friends are deciding what and where to eat for dinner.
- You and your family are discussing the destination and agenda for the next family trip.
- You are leading other church members to share their spiritual experiences.

These scenarios all require some level of facilitation skills. While you may have been doing those things without learning facilitation, an in-depth learning and practice of facilitation skills can go a long way. If you have not learned facilitation before, it may well be time to start the learning journey.



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Climate Change Adaptation: Laymans Version

by Ms. Pacita Juan,
Management Association of Philippines



I am so happy to have met an enlightened civil servant who shared his insights about Climate Change. After all, he is a Commissioner of the Climate Change Commission, Albert dela Cruz Sr., and so interested to share his scientific explanations for climate adaptation.

He also shares that many of climate change issues also are related to health issues which are related to waste management and soil, water and air pollution. Oh my, all of these seemingly common third world problems are now global issues? They are no longer just for developing countries? Yes and we need to explain it better for lay people to understand how their everyday choices lead to climate change.

First, he shared that the increasing incidence of prostate cancer among males could be traced to contaminated water-or water pollution and air pollution. How is

that? Our water systems have microplastics because of all the plastics that have been ground in landfills and water systems. This is why we now have to use bottled or mineral water. We never had to buy water. But now, we have to.

Second, incidence of breast cancer in women have also increased because of these same reasons - pollution. The polluted water we drink, the bad food we eat and our exposure to bad air all contribute to health issues, like cancer. For women, it seems it is always the most popular kind, although men could also get affected and yes, have cancer of the breast area.

To illustrate pollution, he asked the crowd in our sustainability forum to check their electric fans and airconditioners, wind curtains and see the grime that collects from ordinary household air. Take this gunk, put it in water and have it examined. It contains BPA (Bisphenol A) and other plastic

derivatives.

The crowd nodded in agreement that all our actions lead to these developments - our use of single-use plastics and its effect on everyday life. Just like trash which comes back to us during floods, these dirty air particles are inhaled by all of us everyday.

So what's the relation to climate change? We have to think of what we eat, drink and what our lifestyle is to help reverse climate change.

Greenhouse gases which increase global temperatures come from:

1. Meat consumption – it is directly related to increase in production of methane. And increase in this gas causes warmer temperatures and greenhouse gases.

2. Exhaust of vehicles – Even the popular Euro 4 vehicles which are dumped to us by first world countries are still using fossil fuels. Unless we go electric, all kinds of

fuel cause climate change.

3. Air pollution – smoke from factories also cause GHG or Greenhouse gases to stay in the atmosphere.

4. Use of single-use plastics – these plastics are not recycled and they do not degrade.

We also discussed about landfills and how they affect our water systems and soil health. So the Climate Change Commission is in touch with Local Government Units (LGUs) to let them recycle their waste into methane gas, for example, which can be used as fuel instead of LPG or other fossil-fuel-derived choices, like diesel and gasoline.

The solution is a good circular look at Solid Waste Management. This is another topic under the Environment Committee of the Management Association of the Philippines (map.org.ph) where we belong. In our own homes, we must be trying to have zero waste or at least reduce our waste that goes to the landfills. I can give you an example: I used to have a huge trash bag from my household until I started to segregate the biodegradable waste, like fruit peels, vegetable discards and other organic waste. Now, I have very little to throw to the landfill and mostly, they are just the non-biodegradable plastic and bleached paper. I bring my compostable waste to the farm almost twice a week and we make our own compost.

For bigger industries and companies, waste segregation is the first step in helping address climate change. For quick service restaurants, we have an example of a Davao fast food company that

has their waste treated at a biothermic facility to convert it to bio fertilizer. That is circularity and our objective in addressing climate change. Everything is related to reducing waste to lessen landfills, to lessen water pollution and take back our cleaner environment. Commissioner Albert also shared many examples of circularity as I shared my own example in coffee.

A Study on Coffee Waste

At present, we at the Philippine Coffee Board Inc (philcoffeeboard.com) are working hand in hand with Department of Science and Technology (DOST) to convert coffee discards (coffee hulls, chaff and spent grounds) into charcoal briquettes. But we can also carbonize these and add them to compost. I was concerned with the smoke the process makes but Commissioner Albert gave me tips on how to “scrub” the air of smoke and convert it to liquid smoke. They have a process called “air scrubbing” to capture smoke and put it to good use.

All industries must think of their solid waste and look for ways to convert them to useful materials and products. Ground plastic can be used for hollowblocks, pavers and other construction materials. Please, do not put them in landfills anymore as they will cause leaching into our soil and water.

Layman's Adaptation

What else can a layman do to address this palpable change in temperatures? Think about your lifestyle - how you dress, what you use, what you eat and drink. Do they contribute to the landfill?

I pulled out all my linen and cotton clothes to wear now and to help me adapt to hotter temperatures. I make sure I always hydrate and lessen exposure to direct sunlight.

But adapting is just learning to live with climate change. What we must do is try to change things so we can reverse it or stop it from getting any worse.

Feedback at <map@map.org.ph> and <pujuan29@gmail.com>.



Pacita Juan

Co-Vice Chair of the Management Association of the Philippines (MAP) Environment Committee; The President of Philippine Coffee Board Inc. and Slow Food Manila



Sharing Prosperity with Employees

by Dr. Benito "Ben" L. Teehankee,
Management Association of Philippines

The economist Arthur Pigou explained in his seminal "The Economics of Welfare" that in a competitive market, workers would be paid an amount equivalent to their marginal contribution to production. However, when market conditions deviate from perfect competition, workers could be exploited by being paid less than this amount, leading to an inequitable distribution of income and potential market failures that could justify government intervention.

A World Bank study on the Philippines showed that, while the country's gross domestic product (GDP) and labor productivity have been steadily increasing, the level of real wages for workers has remained flat through the years. This indicated that the fruits of productivity were not being shared fairly with workers. This is a textbook case of systemic worker exploitation as Pigou explained. Not surprisingly, other studies have shown that our country also has one of the slowest rates of growth in the middle class and the slowest rate of poverty reduction, too.

The same World Bank study revealed that the situation in our neighboring countries has been quite different. The real wages of workers in Indonesia, Malaysia, Thailand, and even Vietnam, have been growing through the years. As a result, the proportion of the middle class among our neighbors has been growing as well, indicating a healthy level of shared prosperity. Vietnam surpassed the Philippines in GDP per capita in 2020 making us drop to 6th place in Southeast Asia—even further from our status as the largest economy in the region after World War 2.

This alarming trend needs to change. In 2020, the Management Association of the Philippines (MAP), together with two dozen business associations, launched the Covenant for Shared Prosperity. The Covenant invites Philippine business leaders to manage in ways that benefit the various stakeholders of the business, in addition to producing profits for the shareholders.

The recent bills filed to hike the minimum wage by P100 to as

much as P350 have spurred the usual debates among labor and business groups. Labor groups argue that the hikes are necessary given the inflation that has been ravaging the working class. The business leaders counter that businesses cannot afford the hikes and could even force them to let more people go or close down entirely. As with any complex issue, there is truth in each side of the argument.

The MAP's Covenant aims to address the persistent inequality and poverty in the country through the promotion of more inclusive business practices. This is not a new thing, of course. The Constitution calls on all economic entities, including corporations and all types of businesses, to contribute to the common good and the vision of the country for an improved quality of life for all. The SEC's Code of Corporate Governance also states that the "corporation should be socially responsible to all its stakeholders and contribute to their balanced development".

A major commitment of the Covenant is to employees. Businesses should hire fairly, and provide just compensation, development opportunities, and work-life harmony to workers. The matter of just compensation is particularly important given the

World Bank's findings above.

Businesses can implement a Shared Prosperity business model for workers through several inter-connected strategies.

The first strategy is to build a career path for the lowest workers to earn a family living wage. The family living wage is the income required by a worker to live a decent life supporting a family of five members. According to the Ibon Foundation, the family living wage in the National Capital Region as of February is P1,198 per day or P26,049 a month. The minimum wage is barely half this amount. Global companies, such as Unilever, L'Oreal, IKEA, and Patagonia, have all committed to paying living wages.

The second strategy is to provide productivity-based pay using the "two-tiered wage system" (TTWS) promoted by the Department of Labor and Employment (DOLE). Under the TTWS, the first tier shall be the regional minimum wage rates established by the wage orders of the Regional Tripartite Wages and Productivity Board (RTWPB). Since the minimum wage aims to protect vulnerable workers, the wage boards consider the poverty threshold, average wages, and socioeconomic indicators when setting it.

The second tier, on the other hand, consists of productivity bonuses and incentives as agreed between workers and management. Early this year, DOLE recognized Nickel Asia Corporation (NAC) for its implementation of the two-tiered wage system. The company's management agreed with its labor unions to provide

performance-driven increases based on measures of employee contributions to annual group objectives, attendance, and compliance with safety, environment, and company policies.

The third strategy is to provide continuous training and development to workers combined with humanistic supervision to ensure productivity, engagement, and retention. During these times of fast-developing digital and artificial intelligence technologies, workers must be capacitated to use the most productive methods and tools to produce greater value for the customers of the business. Of course, business leaders should take care in using such technologies not merely to be more efficient since this can lead to harmful loss of jobs for workers. Instead, these technologies should be used to innovate market-creating processes. These are processes needed to convert complicated and expensive services into simpler and more affordable ones so that many more people can access them.

The fourth strategy is to minimize pay inequality in the business by monitoring the ratio of CEO pay to average employee pay. Peter Drucker, noted management guru and author, recommended that this ratio should not exceed 20 to 1. The Global Financial Crisis of 2008 was partly caused by excessive compensation to executives, prompting the U.S. and U.K. to enact laws requiring the disclosure of the CEO pay ratio by publicly-listed companies. The Global Reporting Initiative (GRI), the leading sustainability reporting standard in the world, also

recommends the disclosure of this ratio. Research has shown that fairness in pay helps to improve employee motivation, loyalty, and productivity.

These strategies represent a holistic approach to achieving Shared Prosperity for employees and underscore the crucial role businesses play in national development.

Feedback at
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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 and New Zealand, Hong Kong, India, Macau, Malaysia, Nepal, Pakistan, Philippines and Sri Lanka.

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