| PRESIDENT'S MESSAGE

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In this edition, we delve into pressing themes shaping modern leadership, from global talent strategies to the psychological perceptioln this edition, we explore two thought-provoking perspectives on time, talent, and the human experience in leadership.

Prof. Rashmi Bhatia of the Jaipuria Institute of Management presents **"Managing Talent Globally"**, emphasizing the strategic importance of talent management in an interconnected world. As globalization dissolves borders, organizations must harmonize universal best practices with local cultural nuances to attract, develop, and retain top talent. Prof. Bhatia highlights Infosys as a compelling case study, illustrating how investment in upskilling and cross-skilling strengthens competitiveness. Her insights reinforce that talent management is no longer optional—it is the bedrock of sustainable success in dynamic markets.

Complementing this, Brian Tang, a seasoned management consultant from the Macau Management Association, offers a philosophical yet practical take in **"How to Slow Down Time"**. Tang examines the paradox of time's objective rigidity versus its subjective fluidity, linking the "time flies" phenomenon to information overload, monotony, and rapid societal shifts. His solutions—mindfulness, novel experiences, and intentional reflection—serve as a guide for leaders seeking to reclaim agency over their perception of time. In an era of fleeting attention spans, Tang's wisdom reminds us to prioritize depth and presence.

Together, these articles challenge us to rethink how we manage both talent and time—two irreplaceable resources in leadership. May this issue inspire you to lead with foresight and humanity in an ever-evolving world.

Happy reading!

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MANAGING TALENT GLOBALLY

The globalisation of markets and the increasing importance of talent management are interrelated phenomena that require a strategic and integrated approach.

PROF RASHMI BHATIA, JAIPURIA INSTITUTE OF MANAGEMENT, GHAZIABAD

The world has undergone profound transformations over the past decade, marked by the diminishing importance of borders and the easing of barriers to the movement of people and goods. This shift has been driven by advances in technology, trade agreements, and changes in global economic policies. Despite these rapid changes, local cultures, traditions, and historical roots continue to play a vital role in shaping the identity and values of communities around the globe.

The importance of adaptation in a global environment

The concept of talent management has gained immense popularity worldwide, despite being a relatively recent development in the field of management. However, the diversity of management approaches and practices across the globe has led to varying manifestations of talent management in different organisations. This has resulted in multiple meanings and interpretations of the concept, creating challenges and divergent perspectives on its development. From a business and economic standpoint, the ability to attract, develop, and retain talented employees has become crucial for companies to maintain their competitiveness in both domestic and international markets.

The forces driving companies to develop their talent management strategies and practices are not limited to national boundaries. Instead, they are influenced by global factors such as increasing competition, the emergence of new economic systems, industry consolidation, and the rise of multinational enterprises operating in various markets worldwide. These factors have significant consequences for a company's talent management, as they must adapt to the changing landscape to remain competitive. The trend of talent mobility has also become a critical aspect of talent management, as talented individuals are no longer confined to their home locations and are sought after by companies globally. This has made talent management strategies, approaches, and practices extremely important for the longterm survival of not only individual companies but also regions and countries.

As a result, there is a growing need to focus on talent management and its practices, which must reflect global experience while being integrated and embedded in local contextual specificity. The role of talent management in organisational success cannot be overstated, as economic dynamics, regional-level competition, and talent mobility across countries have transformed it into a vitally global issue for companies and countries. This has led researchers, organisations, and managers to discuss the key internal and external factors affecting talent management systems in different countries. They are also seeking to find adequate mechanisms for adapting talent management to existing national cultures, building talent attraction and retention tools, and striking a balance between advanced talent management practices developed by developed market firms and those aligned with a country specific environment.

From a global perspective, the demand and competition for talent are becoming increasingly intense. This makes it essential for companies to develop sophisticated talent management systems that can operate across geographical and cultural barriers. These systems should be able to convert global challenges into opportunities for innovation and creativity, ultimately contributing to the long-term success of a firm. In this context, talent management can be seen as a mechanism and enabler of a firm's long-term success. By developing effective talent management strategies, companies can navigate the complexities of the global market, attract and retain top talent, and drive innovation and growth. Ultimately, the ability to manage talent effectively will be a key differentiator for companies seeking to succeed in an increasingly competitive and globalised business environment.

The importance of talent management is further underscored by the need for companies to adapt to changing global dynamics. As the world becomes increasingly interconnected, companies must be able to attract and retain talent from a diverse range of backgrounds and locations. This requires a deep understanding of the global talent market, as well as the ability to develop talent management strategies that are tailored to the specific needs of the organisation. By doing so, companies can ensure that they have the skills and expertise needed to compete in an increasingly complex and competitive global market. Furthermore, effective talent management can also contribute to the development of a company's competitive advantage, as it enables the organisation to innovate, adapt, and respond to changing market conditions more quickly and effectively.

Talent management has become a critical aspect of business strategy, and its importance will only continue to grow as the global market becomes increasingly competitive. Companies that are able to develop effective talent management strategies will be better positioned to succeed in the long term, as they will be able to attract and retain top talent, drive innovation and growth, and navigate the complexities of the global market. As such, it is essential for companies to prioritise talent management and develop strategies that are tailored to their specific needs and goals. By doing so, they can ensure that they have the skills and expertise needed to compete in an increasingly complex and competitive global market, and ultimately achieve long-term success.

In this rapidly evolving global landscape, regions and countries face significant challenges in adapting to the processes of globalisation. The ability to adjust and respond to these changes is crucial for survival, competition, and leadership in an environment characterised by turbulent and overwhelming transformations. Effective adaptation requires a deep understanding of global trends, the ability to innovate, and the capacity to develop strategies that leverage local strengths while embracing global opportunities.

Talent management: A strategic imperative

The primary responsibilities of global talent management encompass a broad range of activities, including recruitment, selection, training and development, performance evaluation, compensation, labour relations, and career advancement for future leaders. To effectively execute these tasks, it is essential to delve deeper into the nuances of culturally, historically, and economically diverse environments. Traditionally, talent management has been touched upon in human resource management and leadership textbooks, as well as organisational behaviour literature, with a primary focus on the practices of companies in developed economies. While some textbooks, handbooks, and edited volumes have explored the strategic aspects of talent management, highlighting its significance and providing examples from developed countries, there is a notable lack of representation from emerging markets. This oversight underscores the need for a more comprehensive understanding of talent management that accounts for the unique challenges and opportunities presented by diverse global contexts.

By broadening the scope of talent management to include examples and insights from emerging markets, organisations can better navigate the complexities of a globalised workforce and develop more effective strategies for attracting, retaining, and developing top talent.

Talent management has emerged as a strategic imperative in the global environment focusing on the development of the most effective configurations of managerial practices. The primary goal of talent management is to ensure a constant flow of talent into and within organisations, enabling them to sustain competitive advantages in both domestic and international markets. This involves a range of activities, including:

- **Talent attraction:** Developing strategies to attract the best talent from around the world, including international recruitment, employer branding, and competitive compensation packages.
- **Talent development:** Implementing programs to develop the skills and competencies of existing employees, such as training, mentoring, and leadership development initiatives.
- **Talent retention:** Creating an environment that retains top talent, including opportunities for career advancement, flexible work arrangements, and a positive work culture.
- **Talent deployment:** Ensuring that the right talent is in the right place at the right time, through effective succession planning, job rotation, and project assignment.

Benefits of effective talent management

Companies that have successfully designed, implemented, and systematically developed their talent management practices have consistently achieved high efficiency and effectiveness in their operations. The benefits of effective talent management include:

- **Improved competitiveness:** Access to a global talent pool and the ability to attract and retain the best talent, enabling companies to compete more effectively.
- **Enhanced innovation:** A diverse and skilled workforce that can drive innovation and respond to changing market conditions.
- **Increased efficiency:** Better alignment of talent with business objectives, leading to improved productivity and reduced costs.
- **Better decision making:** A deeper understanding of global markets and trends, enabling more informed decision making.

Case study: Infosys

Infosys, a large Indian multinational corporation, offers end-to-end business solutions, including IT services, engineering, consulting, and business process outsourcing business consulting to clients worldwide. It has a global presence, serving customers in over 50 countries, and is committed to providing innovative technologies to help clients generate value through transformation and renovation.

To achieve its strategic objectives, Infosys prioritises the principles of 'new' and 'renew' for all its businesses, focusing on developing solutions and service offerings, client and employee engagement processes, and operational processes. The company's talent management strategy is a key aspect of its success, with a focus on attracting, developing, and retaining high-performing and talented employees. Infosys has a hybrid talent definition and treats talent in a universalistic and individual-based way, aiming to create a pool of future leaders. The company has introduced various programs, such as the Fast Track Program, to identify high performers and provide them with challenging opportunities to grow within the organisation. Infosys also creates an entrepreneurial environment to empower talent, recognising and rewarding performance, providing opportunities for knowledge and skill acquisition, and prioritising openness, integrity, and respect for employees.

Infosys' recruitment process is targeted at top Indian universities, as well as campuses in the US, UK, Australia, and China, with a rigorous multi-level selection process to find the best talent. The company strives to be an 'employer of choice' by attracting high performers who can support its competitive position in the global technology services industry. Infosys has launched several programs with academic institutions to build a partnership model that enhances the competences of a pool of highly capable talent, especially in the IT area.

The company's leadership and succession planning are implemented through the Infosys Leadership Institute, which identifies high-potential performers and assists them in developing and executing their personal development plans. Infosys has also invested in training and development programs, including a corporate university and continuous education programs, to keep employees' competences up-to-date and relevant for its fast-changing operational requirements.

Infosys has a strong commitment to open appraisal systems, gathering 360-degree feedback, which serves as a basis for performance appraisal and innovation. The company empowers employees through trust and accountability, with measures such as overhauling its performance management system, creating an internal marketplace for employees to work on challenging assignments, and strengthening its focus on providing a transparent and safe working environment. Infosys trains its employees to think like designers, using rationality and creativity to design software, processes, and strategies, and implements a five-step approach to understand customer needs and create innovative solutions.

In terms of mobility, Infosys enables multiple job choices for talent within the company, providing information on positions and developmental opportunities through the "Learn, Practice, Apply" framework.

The company's goal is to enhance employee expertise in the current position and ensure an employee's capacity to perform in another role through up-skilling or cross-skilling. Overall, Infosys recognises the crucial role of human capital in its survival and prosperity and invests heavily in creating favourable conditions for its employees to attract, develop, and retain top talent in the competitive IT industry.

Conclusion

In conclusion, the globalisation of markets and the increasing importance of talent management are interrelated phenomena that require a strategic and integrated approach. By understanding the implications of globalisation and developing effective talent management practices, organisations can position themselves for success in a rapidly changing world. This involves not only attracting and retaining top talent but also creating an environment that fosters innovation, diversity, and continuous learning, ultimately driving competitiveness and sustainability in the global marketplace.

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Disclaimer

HOW TO SLOW DOWN TIME

BY MR BRIAN TANG, CORPORATE TRAINING CONSULTANT
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At the beginning of the year, you celebrated the holiday, set new year resolutions, then moved on to the routines of life. Before you know it, it's Autumn – three quarters of the year has passed in a blink of an eye. You were astonished by how fast time flies and how little you have done thus far. The cycle has come to an end and is ready for the new one.

Why was time flying so fast? You wonder. Looking back, time didn't seem to fly that fast when we were young. Back then, a year of time seemed like a long period. However, it was a blink of an eye when we become adults. Is there any reason behind?

Yes, there are. The perception of time passing is a psychological phenomenon and topic for research. We all know that objectively, time is a constant – we all have 24 hours a day, and time flies at the same rate to everyone. However, time seems to fly at different rates to different people. In a subjective perspective, time is no longer constant – it is relative.

There are several hypotheses.

1. We process more information than before

We are indulged in countless information today – emails and meetings at work, projects and tasks, news feed, social media, YouTube, Netflix, and so on. There exists way more information than we could possibly take in. When the rate we receive and process information far exceeds our brain's capacity, we automatically simplify what we receive. It's a biological mechanism. We may seem to have absorbed a lot of things, but we barely scratch the surface on each. When we are swamped by a large quantity of information without deep understanding and engagement, we create the illusion that time travels faster than normal. We "artificially" make time fly faster than it should.

If you are old enough to have lived in the days without the internet, the way you received information and the quantity

of it were completely different. We read newspaper to learn what happened in the world the day before. We watched TV news if we want more updated information. You would go to the library if you needed to do some research. You picked up a dial phone or wrote a letter if you need to reach out to friends. All these can be done in a few clicks today. When you were kids, it may take you weeks to finish reading a book, now you can ask ChatGPT to summarize it for you in two seconds. Our lives were not as efficient in the past. Everything takes a bit more time and effort. Today, everything is fast, instantaneous, and effortless.

Because technology makes everything fast and easy, it may seem to us that time flies fast as well.

2. Time and experience get less proportional and significant as we age

For a 10 years [year old] kid, a year of time accounts for one tenth of [his /] her life, which is a big portion. Compared that to a 50 years [year] old adult, a year of time merely makes up one-fiftieth of [his /] her life journey. In other words, time gets less significant in psychological proportion as we age.

Moreover, everything seemed novel to us when we were young. The first time visiting a theme park, first time cheating in exam, first time flying an airplane, first kiss in a romantic relationship, etc. Do you remember any of these in your life? I bet you do. Novel experiences were psychologically more significant. However, as we accumulate more experiences in life, the once

novel experience became regular and insignificant. Do you still get excited flying an airplane now?

Therefore, when our lives get routinized and lack of novel experiences, we don't pay as much attention to it. Our brains will automatically lump time together when the days are similar in nature. This is a biological mechanism to save energy for our brains. When you do the same work day in and day out, your brain do not make those days distinct. That's why we feel like every day is the same in the modern rat race, and time flies by so quickly.

3. The world is changing fast

The world we live in today is changing fast, way too fast, which makes time seem to flow quicker than it should.

Take an extreme example. Imagine you were living in a world 500 years ago, when people lighted candle in their home and commuted with horse carriage. In those days, technology and innovation were little and slow. Time was relatively "slow" in that era. Compared that to the world we live in today. The popularization of smart phone has completed changed the way we interact with the world. And it only took a decade or two to do that. Comparatively, today time went much faster than the past.

Let's look at some more examples.

Companies used to set goals (or KPI) once every year. Now many companies opted to set goals once every six months or once every quarter. They did that to accommodate the fast-changing environment. The goals you set in last December might have become irrelevant in just six months.

University degrees used to be a career opener for young working adults, but it has now become a minimum requirement for any knowledge worker. Moreover, the knowledge you learned during university might soon become obsolete. Studies suggested that the time it took to double the medical knowledge was estimated to be around 50 years in the 1950s, 7 years in the 1980s, 3.5 years in 2010, and as short as 73 days by 2020. We must pursue continuous learning and professional development to just remain relevant.

Globalization, technology and innovation have increased both the intensity and frequency of changes in the world. The rate of change created a perception in our mind that time is moving faster than normal.

So, what could we do now? While we can't practically slow down time, we may change the way we live our lives hence change our perception of time.

1. Limit the amount of information we take in daily

To combat over-consumption of information, limit the information we absorb on a daily basis. Limit our screen time on social media and streaming platform, or practice a regular digital detox.

2. Focus on the present moment

One common bad habit of modern netizens is multitasking. We are working on a report for our boss while checking emails every 5 minutes, looking at pop-up notification on our phone and replying WhatsApp messages. Multitasking depletes our neural resources. It goes against deep concentration, and makes our engagement shallow at best.

Stop multitasking. Do one thing at a time. When we get home, put away our mobile phone when we tell bedtime story to the kids. Meditation and mindfulness can help us focus on the present moment. When our attention centers on the present without multitasking, we deepen the intensity of the experience on-hand, and possibly going into the "Flow" zone, making time seem to pass more slowly.

3. Take on novel experience at work

One reason time seemed to go slower when we were young is that everything was novel to us. There's a lot we can learn from that. For example, suggest a job rotation scheme at work. By taking on a new role once every few years, we can develop new skills and enrich our career experience. Try a stretch assignment – get out of your comfort zone. When new experiences are significant, we tend to focus our time and effort in it, making it deep and rich. When we do that, time won't go as fast as it used to be. One caveat – don't job-rotate too often, or it might defeat the purpose.

4. Develop new hobbies

Similar to the last point, new hobbies bring in spices and novelty to our lives. Learn the instrument you have been dreaming of, or practice that language you have been putting off for decades. When we learn new things, we rewire our brains by making new connections across countless neurons, contributing to our brain's health.

5. Take a pause and reflect on the past

We all set many goals at work and in life. Some of us spend a lot of effort pursuing the goals. However, we don't spend nearly as much effort on reflecting on those goals than on setting and pursuing them. As it turns out, reflection not only helps us learn from the experience, it also helps "slow" down time.

For example, by looking back on the project your team has done in the past 9 months, you led your team to reflect on what worked, what didn't work, appreciated and celebrated everyone's contribution during the journey. One common problem we have at the workplace today is constant actions. Pressures push us to take forward-looking actions that may not necessarily move us forward. And because of the tendency to move forward, we are not used to take a pause and look backward. However, looking backward and reflecting is a valuable exercise in and of itself. Needless to say, the action of pausing and reflecting stops us from taking forward-looking actions, thus "literally" slowing down time.

6. Discover and practice the "unchanged" in the midst of constant changes

One huge factor that makes time seem to travel faster than it should is the intensity and frequency of changes we are undergoing every day. Because of that, we may mistakenly believe that we must change often to cope with the changing world. However, this is only half true.

While it is important that we embrace changes to avoid being obsolete, we should pay attention to what must remain "unchanged" despite the changes. For example, leaders must maintain integrity at all times, regardless of changes. Leaders should also continue to develop and inspire their staff in good and bad times. Parents must remain present with their kids by giving their undivided attention and offer their unconditional love. Discovering what must remain "unchanged" gives us an anchor – timeless and powerful. When we practice these anchors, we don't have to worry about the noises and fanfares. Developing meaningful connection with those we interact with helps to "slow down" time.

To summarize, our perception of time flying too fast is often attributed to the shallow and fast experiences we encounter today. To combat that, we need to develop deep and meaningful connection. That's how we could, at least psychologically, manipulate time.

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About AAMO:
AAMO is a partnership of National Management Organisations (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.

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