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| PRESIDENT'S MESSAGE



S K Cheong

President

Asian Association of
Management Organizations

Welcome to this issue of our e-newsletter, which brings together three distinct yet profoundly interconnected perspectives on the most critical asset in today's world: leadership.

As we stand at the nexus of unprecedented technological change and ambitious global growth agendas, the question of what constitutes effective leadership has never been more pressing. The articles in this issue challenge us to look at leadership not as a single skill, but as a multifaceted discipline that requires both outward vision and inward control.

We begin with the macro view. In *'Leading the Leap'*, Mr Ullhas Pagey presents a compelling vision for leadership as the essential engine of national progress. With India's ambitious goal of becoming a \$5 trillion economy, he argues that future-ready leaders must be visionary, agile, and committed to inclusive, sustainable, and digital-first development. His article is a powerful reminder that economic transformation is, at its core, a leadership challenge.

But how do leaders cultivate the focus required to steer such complex transformations? This is where Ms Menka Sanghvi's insightful article, *'The Mindful Office'*, provides a crucial and

timely counterpoint. She rightly identifies our attention as the "most valuable resource" in the digital age, one that is under constant assault. Her piece moves beyond diagnosis to offer practical, evidence-based strategies for leaders to reclaim control—for themselves and their teams. By creating cultures that protect deep work and foster intentional technology use, we build the cognitive capacity needed to execute on the grand visions Mr Ullhas Pagey describes.

Finally, having established the *what* and the *how*, we turn to the question of *who*. In *'Selection of Leaders – Government and Business'*, Mr Brian Tang addresses the critical mechanics of identifying and choosing the right individuals to lead. His guidelines—emphasizing a track record of success, potential, and the ability to make great people decisions—provide a pragmatic framework for ensuring that the pipeline of future leaders is robust, healthy, and capable of meeting the challenges ahead, specifically within the context of the city of Macau and of China as a whole.

Together, these three articles form an essential trilogy for the modern leader: one must have a vision for the future, the *focus* to execute it, and the *foresight* to select the right talent to make it a reality. We hope this issue provides you with both the inspiration and the practical tools to lead more effectively in an age of endless distraction and extraordinary opportunity.

Thank you for reading.



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LEADING THE LEAP

The future is a crucible, demanding not mere existence, but the honed capability and competency to shape its very form.

BY MR ULLHAS PAGEY
AUTHOR, ORGANISATION DEVELOPMENT AND TRANSFORMATION
SPECIALIST



As India sets its sights on becoming a \$5 trillion economy, the nation stands at an inflection point where leadership competencies will determine the trajectory of growth. The interplay of strategic vision, digital transformation, entrepreneurial dynamism, and global collaboration will be instrumental in propelling India towards economic pre-eminence. Leadership in this era must be visionary, agile, and deeply rooted in inclusive and sustainable development principles, ensuring that growth benefits every sector and segment of society.

A transformative economic vision is the bedrock of national progress. The ability to position India in the global economic hierarchy demands leaders who can synthesise macroeconomic trends with microeconomic reforms. The ambition is not merely to attain a numerical GDP target but to structurally evolve into one of the world's top three economies. This requires a convergence of strategic policy, investment in frontier technologies, and a commitment to enhancing competitiveness. Aligning individual, corporate, and national aspirations within a unified economic framework would ensure momentum in the right direction.

The foundation of a thriving economy is its innovation ecosystem. Research and development must transcend traditional silos and permeate every industry, from manufacturing to services, biotechnology to artificial intelligence. India must cultivate an ecosystem where startups, academia, and enterprises collaborate to fuel indigenous innovation. Government initiatives such as 'Make in India' and 'Atmanirbhar Bharat' should not only focus on self-reliance but also on technological supremacy in fields like semiconductors, AI, and quantum computing and upcoming 6 G technology. An economy that thrives on knowledge creation rather than mere consumption will sustain long-term economic leadership.

At the heart of this transformation is digital leadership. The Fourth Industrial Revolution has underscored the power of AI, automation, and blockchain in redefining industries. Indian leadership must steer digital inclusion initiatives, ensuring that cutting-edge technologies reach every corner of society. The AI revolution in India should be driven by scalable solutions in governance, finance, healthcare, and agriculture, harnessing

the power of big data for precision decision making. Digital transformation is not just about technology adoption but about embedding data-driven strategies into policy frameworks and corporate strategies.

Agility and adaptability are indispensable in an era of economic flux. Leaders must embrace lifelong learning to navigate evolving business landscapes. The ability to pivot swiftly in response to global economic shifts ensures resilience. Organisational learning cultures must be fostered, where continuous skill development is the norm rather than an exception. In a rapidly shifting geopolitical and economic environment, only those who internalise adaptability as a core leadership trait will thrive.

A \$5 trillion economy must be inclusive, ensuring that the dividends of growth reach all. Equitable wealth distribution, employment generation, and rural upliftment should not be peripheral concerns but central tenets of economic planning. The focus must be on empowering MSMEs, fostering skill development, and bridging the urban-rural divide. Digital banking, fintech solutions, and microfinance play a crucial role in ensuring financial inclusion, making capital accessible to small entrepreneurs and rural enterprises. The democratisation of economic opportunities is the surest path to sustainable prosperity.

Global leadership is no longer an option but a necessity. India must strategically build international partnerships, leveraging crosscultural leadership skills to integrate into global value chains. The ability to negotiate trade

pacts, attract FDI, and enhance ease of doing business will determine India's competitive edge. Economic diplomacy should be at the forefront, with a focus on increasing India's share in global exports and attracting high-value foreign investments. The synergy between domestic growth strategies and global economic positioning will dictate long-term success.

A sustainable future necessitates responsible leadership. Economic expansion cannot come at the cost of environmental degradation. Green energy, circular economies, and carbon neutral strategies must be embedded within the broader economic vision. Initiatives such as the International Solar Alliance and Net-Zero commitments are steps in the right direction, but they must be backed by scalable green infrastructure, incentives for sustainable enterprises, and regulatory mechanisms that encourage environmental stewardship without stifling innovation.

An entrepreneurial mindset must be deeply embedded in India's economic DNA. Risk taking should be celebrated, and failure viewed as a stepping stone rather than a setback. A culture that fosters calculated risks, resilience, and rapid scalability is crucial for transforming startups into global enterprises. India's unicorn ecosystem has showcased immense potential, but the next phase of growth must focus on sustainable scaling rather than valuation bubbles. Policy frameworks should ensure that regulatory complexities do not stifle innovation but rather enable a thriving startup culture.

Strategic thinking and meticulous economic planning are indispensable for actualising the \$5 trillion dream. Leaders must develop robust economic frameworks that balance short-term imperatives with long-term objectives. The role of data-driven decision making in shaping policies, business strategies, and national economic direction cannot be overstated. From GST reforms to Production Linked Incentive (PLI) schemes, economic structuring must ensure efficiency, predictability, and competitiveness. The ease of doing business must be continuously improved, minimising bureaucratic friction and maximising investment potential.

Resilience must be a core national competency. Economic uncertainties and global disruptions from financial crises to pandemics are inevitable. The ability to preempt, mitigate, and rebound from crises differentiates robust economies from fragile ones. Building resilient financial systems, diversifying economic dependencies, and fostering adaptive regulatory policies ensure that external shocks do not derail progress. National resilience is an interplay of strong institutions, forward-thinking leadership, and an economy that can self-correct in the face of disruptions.

A sustainable and inclusive economic model is not merely an ethical imperative but a strategic necessity. The challenge lies in balancing high growth with environmental and social sustainability. Circular economies, renewable energy investments, and sustainable industrial practices must become mainstream.

Green finance, carbon credits, and incentivisation of sustainable businesses should form the crux of India's economic transition. The alignment of economic ambition with environmental responsibility will define the sustainability of India's growth trajectory.

Enhancing India's global competitiveness is paramount. The nation must position itself as a preferred investment destination by simplifying regulatory processes and ensuring policy stability. Foreign Direct Investment must be strategically channelled into high-value industries that enhance India's technological and industrial base. Exports should be bolstered through targeted incentives, ensuring that Indian enterprises integrate seamlessly into global supply chains. National branding must be reinforced, projecting India as a hub of innovation, quality manufacturing, and service excellence.

Access to capital is the fuel for economic acceleration. Financial inclusion must be deepened, ensuring that startups, MSMEs, and rural enterprises have seamless access to credit. Digital banking and fintech innovations have already made significant strides, but further simplification of regulatory frameworks is needed to attract global capital inflows. Initiatives such as new labour codes, GST reforms, and PLI schemes are steps towards fostering an investor-friendly environment. Economic leadership requires ensuring that financial systems facilitate rather than hinder entrepreneurial ambitions.

As India marches towards its \$5 trillion goal, leadership will define the pace and permanence of this progress. A visionary economic blueprint, fused with digital prowess, sustainability, inclusive growth, will determine whether India can transcend its aspirations and cement its place among the top three global economies. The interplay of strategic foresight, entrepreneurial agility, and global collaboration will shape the nation's economic destiny.

The transition to \$5 trillion economy cannot be achieved through incremental improvements alone. It requires what economist Joseph Schumpeter termed 'creative destruction'—the continuous cycle of innovation that renders old industries obsolete while creating new ones. India's innovation ecosystem, while showing promising growth, needs to fill critical gaps in research commercialisation and deep tech development.

In an era marked by rapid geopolitical realignments and technological disruptions, our leadership class must cultivate "telescopic economic vision"; the ability to simultaneously track global macroeconomic trends while maintaining focus on grassroots development.

The loom of tomorrow weaves no tapestry for the passive. To inherit its vibrant threads, one must forge their own shuttle, sharpen their individual skill to a keen edge. The future, as Toffler foretold, yields only to the adept, the nimble, the relentlessly selfcultivated. No inherited fortune of knowledge suffices; each soul must excavate their potential, polish their talents until they gleam, ready to meet the swift currents of change. For,

"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn". The future is a crucible, demanding not mere existence, but the honed capability and competency to shape its very form.

About the Author

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THE MINDFUL OFFICE

Effective leadership in the digital age hinges on recognising attention as the most valuable resource.

BY MS MENKA SANGHVI, CO-AUTHOR, *YOUR BEST DIGITAL LIFE*



In a world where the average office worker checks their email 74 times daily (and their phone nearly twice that), our relationship with technology has become less of a romance and more of a hostage situation. As someone who has spent the better part of a decade studying digital habits, I can confirm what you likely already suspect: we are not handling this relationship particularly well.

But here is the good news—you don't need to build a Faraday cage around your office or institute mandatory flip phone Fridays to make meaningful change. Small, deliberate shifts can dramatically alter how technology serves your team rather than subjugates it.

The starting point is truly understanding the challenge. As we all know, most apps are designed to grab our attention and keep it for as long as possible—it is simply their business model, and the AI-enabled algorithms are becoming more powerful at achieving this every day.

But the problem is not just hours withered away; it is more fundamental. Our

attention is how we experience our lives, so getting stuck in digital spaces that don't serve us well impacts everything: from productivity, self-esteem and mood to sleep quality and relationships.

A 2023 Microsoft Workplace Insights study found that the average knowledge worker is interrupted every six minutes, with recovery time from each interruption taking an additional 23 minutes. This means many of us spend our entire workday in a state of perpetual recovery, never quite reaching that elusive flow state where our best work happens.

As one executive recently confided to me, "I bought a safe with a timer just to lock my phone away when I need to focus." When imprisonment of our devices becomes a reasonable solution, something has clearly gone amiss.

The trouble with most 'digital wellbeing' solutions is they rely heavily on willpower. But as we all know from both research and personal experience, willpower is about as reliable as 'estimated arrival time' during rush hour traffic! The part

of our brain responsible for executive functions such as self-control and focus accounts for only 4 per cent of our body mass but consumes a whopping 25 per cent of our energy. No wonder it fatigues quickly. Which is why we really need other strategies.

The power of intentional digital habits

The best (and worst!) characteristic of habits is that they are automatic. They do not require much conscious input, the body and mind just know exactly what to do. So the lowest-effort and most sustainable way to change our behaviour is to build new habits.

In my new book *Your Best Digital Life: Use Your Mind to Tame Your Tech* written with coauthor Jonathan Garner, we explore exactly how to do this and offer the M.O.R.E. Method for cultivating intentional habits, which I'll summarise briefly for you here:

Mobilize: Connect with your purpose, values and your personal 'why' for wanting to change your digital habits. Without this clarity, new habits won't stick.

Observe: Get into a scientific mindset and watch your own tech habits with a deep curiosity, but without jumping to conclusions. Notice how you check your phone for the time, fall into an Instagram wormhole, then put it down – still not knowing what time it is.

Reflect: Schedule a weekly tech check in with yourself. Consider what you have observed: Is responding to emails at 2 AM helping your career or just giving you anxiety about it? Are your habits serving your own goals or just serving Meta's advertising algorithm?

Experiment: Create micro-adjustments based on the insights you have gained. Small changes practiced regularly beat grand aspirations that collapse by Tuesday.

The leadership challenge: Shifting the norm

Here is an uncomfortable truth: your team is watching how you use technology, not listening to what you say about it. If you are responding to Slack messages at 11 PM while preaching work-life boundaries, your actions speak louder than words. Research from Harvard Business School shows that leaders who model digital boundaries see 34 per cent higher adoption of similar behaviours among their teams. So when you finally silence your phone during meetings, you're not just preserving your attention—you're issuing a permission slip for everyone else to do the same.

As a leader, it is your job not just to set an example but to shape a healthy digital culture. Instead of vague calls to "prioritise digital wellbeing" consider these evidence-backed approaches instead:

Deep work slots: Reserve 2–3-hour chunks on team calendars where meetings are forbidden and communication tools are paused. The University of California found that employees need at least 23 minutes of uninterrupted time to reach meaningful engagement with complex tasks.

Task batching distractions: Every time we switch contexts there is a substantial cognitive cost. Minimise this by batching together similar tasks, even

the 'distractions'. Consider a phone break mid-way through a meeting to prevent constant second screening.

Turn your volume up in meetings: Give permission for those expecting messages to turn up their volume. This may sound counterintuitive, but it reduces the number of times people check their devices when they don't need to, and encourages engagement.

Notification audits: Hold quarterly 'notification audits' where team members review and justify each app that can interrupt them. Think of it as Marie Kondo for your digital life!

Measuring what really matters

When it comes to shaping culture, it is easy for managers and organisations to inadvertently reward digital presenteeism through metrics focused on responsiveness rather than results. Consider instead:

Impact-focused metrics: Shift performance indicators from quantity of communication to impact of contributions.

Connection ratios: Track the ratio of face-to-face interactions to digital ones, aiming for healthy balance rather than elimination of either.

Focus time accounting: Measure periods of uninterrupted work as a valuable corporate asset, not just a personal preference.

Physical space supports boundaries
Your office design silently communicates

expectations about technology use. Research from Cornell University demonstrates that physical spaces significantly influence digital behaviour patterns, a phenomenon known as choice architecture. Here are two examples:

Give tech a home: Install physical phone storage on desks or in meeting rooms. One company created a playful 'phone hotel' outside of meeting rooms where devices 'check in' for meetings, complete with tiny room numbers and 'Do not disturb' signs!

Low-tech zones: Designate areas where laptops and phones simply don't belong. These can become sanctuaries for conversation and thinking, or simply taking a break, not just "another place to sit with my laptop."

Be bold in your experiments

When speaking to businesses about the mindful use of technology, I often encounter resistance rooted in fear: "But we'll fall behind if we're not always connected!" While many professions and situations require intense periods of time in the digital trenches, the mistake is assuming that this default setting is always the best one for the whole organisation and at all times.

This is the spirit with which I wrote *Your Best Digital Life*—"best" necessarily looks different for every person, team

and organisation, and the only way to find out is through experimentation. My book contains sixty experiments to try out, but more importantly, it sets out a framework for creating to your own approaches, because no expert can tell you what's right for your organisation.

What starts as a productivity hustle can soon lead to profound cultural shifts. One CEO told me: "By running these experiments together people started talking about their digital habits more openly... without the usual shame and blame."

Ultimately, having a better relationship with our technology is about exercising choice, and building up the inner freedom we have as humans in this digital age. By reclaiming control of our attention we can double down on what matters most to us in each moment. So when we create workplaces that honour attention as our most precious resource, we don't just work better—we live better.

About the Author

Menka Sanghvi is co-author, *Your Best Digital Life: Use Your Mind to Tame Your Tech*.



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SELECTION OF LEADERS – GOVERNMENT AND BUSINESS

BY MR BRIAN TANG, CORPORATE TRAINING CONSULTANT



Macau SAR has entered its 6th term of administration in December 2024. With the new Chief Executive coming onboard, many senior or key positions in the government will inevitably change. As a stakeholder of the new administration and a business consultant, I am interested to know how the leaders in government are selected. Except the political criteria such as “Love the country, Love Macau”, what are the criteria of leaders’ selection?

Although the senior and key positions in the new administration have been announced and onboarded, certain staff turnover during the term of the administration should be expected (For instance, change of the Director of a Bureau). Selection of the new leadership positions may benefit from my guidelines below.

I will first explore the source of the candidates, i.e., the “Where”, then explore the criteria of selection, the “Whats”.

Should we pick a top leader from internal promotion or outside?

The first question concerns where the candidates come from. Promotion from within or hire from outside. In the context of Director of Bureau, it’s a question whether we promote a Deputy Director within the bureau or laterally transfer a Director from another Bureau. The third option is a combination – promote a Deputy Director from another Bureau and laterally transfer him to the position of Director in the new place.

Promoting an insider or hiring an outsider? According to research, if the CEO placement is a natural succession (for example, due to retirement of the previous CEO), then promotion from within had a slightly higher chance to create more value for the company than hiring a CEO from outside. On the other hand, if the placement is a forced turnover (the previous CEO was fired), hiring an outsider had a higher chance of success.

The reasoning goes like this. If the previous CEO retired and assuming the company was in good shape, the new CEO wouldn’t need to rock the boat – he just needed to succeed the company which is

already doing well. Promoting a leader from within can ensure that the new leader is familiar with the company and able to preserve the culture and values. If the previous leader was fired, on the other hand, it was clear that something was not working and changes were needed. In that case, an outsider CEO would be in a better position to implement changes compared to a naturally succeeded CEO because he didn't have any "baggage" to concern. The relatively weaker personal connection within the company may turn out to be an advantage if the new CEO needs to sack any key personnel.

That being said, it was only an average conclusion. CEOs who got promoted from within could still do well in making significant changes if he could act like an outsider, and vice versa. The key question to ask is, therefore, not about where the CEO comes from, but whether he is the right person. To find the right person, whether to rock the boat or maintain the status quo, requires a good pool of candidates to choose from.

That leads to another question upstream. Does the current government have a healthy pool of future leaders? What's the current mechanism of developing leadership talents and succession planning? In the business world, methods such as job rotation, stretch assignments, and mentoring are often used to develop leadership talents. What methods are being used by the Macau government now? How many talents are currently in the pipeline? These are the questions to ponder.

After investigating the source of the candidates, let's shift gear to the criteria

of leaders' selection – the Whats. In particular, I would consider three criteria: track record, potentials, and people decisions.

1. Track record of success

This one is straightforward.

1.1 Did the candidate have a track record of success performing in similar roles in the past? What was his role in those success stories? Was he the key figure?

1.2 What decisions has he made that were critical to the outcomes? In retrospect, can we assess his decision-making quality? For example, did he consider all stakeholders involved? Did he make an impulsive decision or take the long-term perspective into consideration?

1.3 What's his leadership and communication style? Was he able to articulate the tangibles (tasks and projects) and intangibles (vision and purpose) to team members and the public?

1.4 Was there a time when the candidate underperformed? In retrospect, was it due to his own problem or contextual issues?

2. Potentials

If there's a lack of track record in the position being considered, we must carefully assess his potentials. In particular, his potentials in performing well in a larger, more complex role. We may consider three things.

2.1 Motivation

The saying “*When there’s a will, there’s a way*” clearly illustrates the importance of motivation. When one is truly motivated, he will find a way to accomplish.

Therefore, assessing the candidate’s motivation is of top priority. Is he aiming for a higher position to better serve the people, or is he simply seeking higher public power to meet his desire for status and authority? This one is difficult to assess because you can’t read minds and no candidates in the world will tell you the truths. We could, however, assess in indirect ways.

2.1.1 Track record and experience. Review the candidate’s track record in key decisions of his career. In retrospect, try to assess his motivation in those decisions. Did he make that decision for the benefits of his own team while sacrificing the greater good of the organisation? Or he was willing to compromise for the bigger collective benefit?

2.1.2 The second way is to conduct 360-degree review. Interviewing the candidate’s supervisors, subordinates as well as peers could provide a more comprehensive picture of the candidate’s character. This method is often used in the business world.

2.1.3 Psychometric assessment. Consider employing psychometric assessments or profiling tools to gain insight to the candidate’s traits, values and potential hidden motives.

2.2 Ability to embrace and adapt to changes

The world is changing faster than ever and changes are often unprecedented. Leaders must be willing to abandon the status quo, try new things, and take a calculated risk. The pandemic couple years ago was a prime example where leaders and health authorities were taking measures unheard of, such as border shut down and city lockdown. Therefore, the ability to imagine new ways of doing, communicate it, and engage stakeholders would be the key to success. Look at the résumé of the candidates, did he have the track record of innovation? What role did he play in those situations? Was he generally open to new ideas? Has he been in situations where he needed to adapt to new environments? How well did he do?

2.3 Ability to engage stakeholders

Government leaders are not easy roles. Not only do they need to meet a lot of KPIs while adhering to the laws and regulations, they must also be able to engage many stakeholders involved. Take the Education Bureau as an example. How many stakeholders can you identify? Schools, students, teachers, parents, education-related organisations and NGOs, tutoring centers, and so on. If we want to go deeper, schools can be subdivided into kindergarten to secondary, and tertiary with clearly different stakeholder groups in each category. The point is that there are too many stakeholder groups in education – you and I could be stakeholders too. The more stakeholders, the more complicated to manage.

The challenge in stakeholder management is that they often have conflicting needs. For example, parents want teachers to devote more individual attention to their kids – the more personalised the better.

On the other hand, teachers don't receive any overtime pay for staying after class to assist the students. And they, just like any other employees, want a pay raise every year. How to manage their conflicting needs? In the book *"The CEO Next Door"*, the authors said that the key to manage conflicting needs is to keep stakeholders "constructively dissatisfied", i.e., they are not getting all of what they want but enough to continue to support the organisation.

How's the candidate's ability to engage the stakeholder groups? Look at his résumé for clues. [A] 360-degree interview with stakeholder groups may help too.

3. Ability in making great people decisions

While track record of accomplishment and potentials are important, they cover only part of a leader's success – personal success. However, leadership is more than making himself great. He must be able to make others great too. One way to measure that is to look at how many future leaders the candidate has groomed. Look at his track record of hiring, promoting, and developing people. Has he made good appointments before? Was he able to work with or even improve underperformers? What's his philosophy in people development? Has he mentored anyone?

Leader in an organisation is like the conductor in an orchestra. He didn't play any instrument, but his coordination makes everything work together. The ability to select the best musician and put them at the right place is a sought-after skill in conductors and leaders alike.

Although I have covered different

measures to consider in leaders' selection, there's no single best way to assess candidates. Therefore, a combination of methods is recommended. The more perspectives and methods you employ in the assessment process, the higher chance you have to assess the true quality of the candidates. Let's hope that the best candidates can be selected to benefit Macau and our mother country.

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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.

The current 9 members of AAMO are Australia and New Zealand, Hong Kong, India, Macau, Malaysia, Nepal, Pakistan, Philippines and Sri Lanka.



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