

UNIVERSITY OF WALES TRINITY SAINT DAVID

DOCTOR OF BUSINESS ADMINISTRATION

HKBM7002

Managing in Complex Environments
Strategies, Insights, and Solutions

Dr. Leo Ho

Outline :

Part I - Leadership and Responsibility

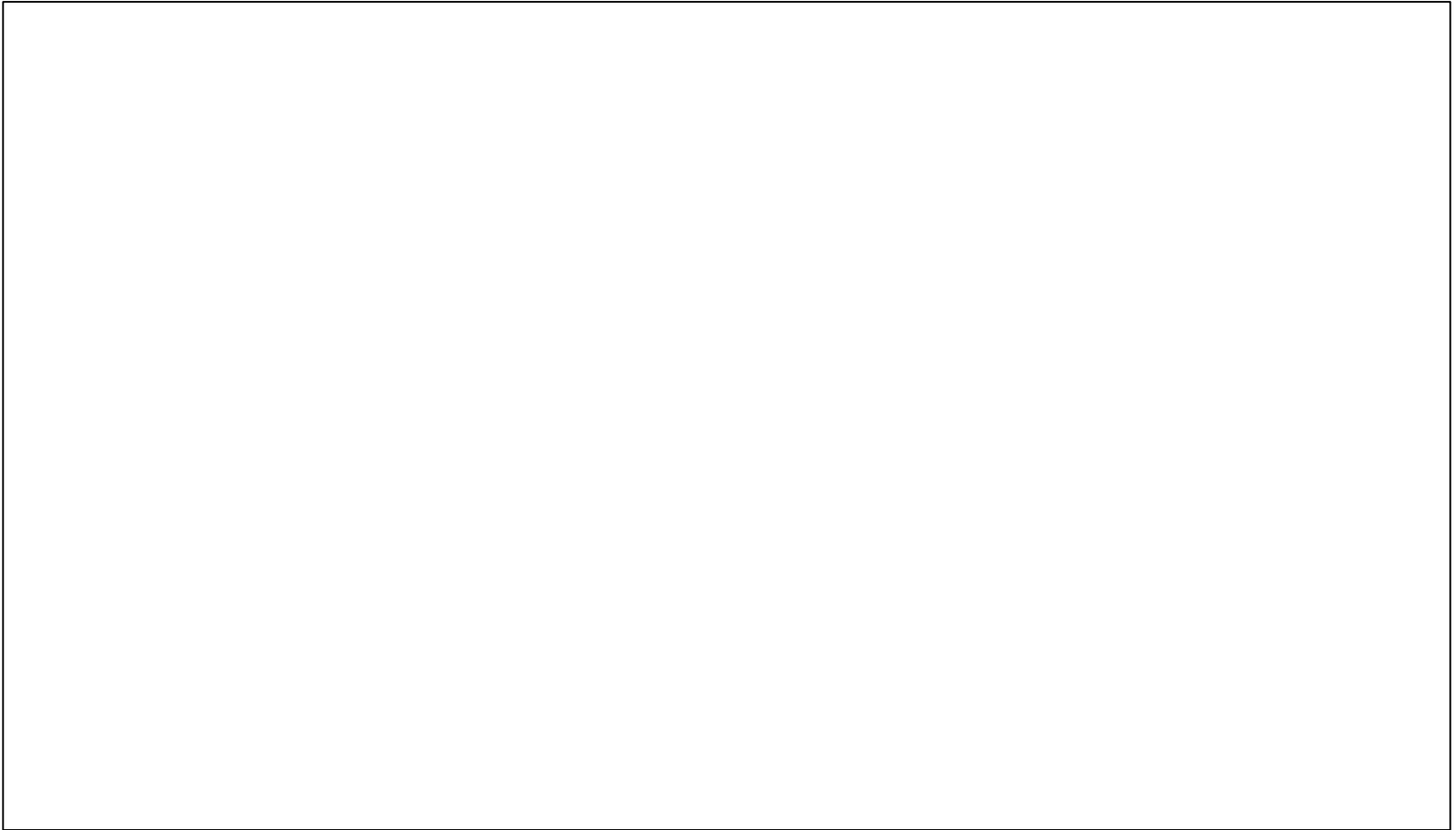
- Globalization and complex environment
- Managing self, and Others as individuals
- Managing Team, and Organization

Part II - People Management

- Manage Team Performance – decision making
- Working multi-gens workforces
- Managing Work-Effectiveness thru Lead teams
- Managing Changes

Rules ?

Fun and Productive learning - environment



Rules – what does “Rule” mean

Rules ?

1. Who should set RULES ?
2. Why we need Rules in the first place ?
3. How to set rules ?
4. Decision – rules to setup rules ?
5. What are the RULES ?
6. How to ensure this is the RIGHT rules ?
7. Stakeholders ?

Rules – what does “Rule” mean

Rules mean to all key Stakeholders in the complex environment ?

- To Self
- To Employee
- To Manager
- To Leaders
- To Customers
- To Suppliers
- To Investors
- To Community

Expectations – adds

- **Be punctual**
- **Maintain/Enhance Self-esteem - Respect all**
- **Be considerate and courteous**
- **Communicate clearly**
- **PRACTICIPATE, actively, Ask Q and contribute constructively**
- **Seek Values**
- **Networking**
- **Relate what you learn to yourself**
- **Find Big Ideas – at least one for yourself**
- **Silent / Mute-off Cell-phone (MUST talk – OUTSIDE !!)**
- **Enjoy and have Fun**

Part I - Leadership And Responsibility

- Globalization - Complex Environment
- Managing self, and Others as individuals
- Managing Team, and Organization

Focus Areas

- Corporate Globalization – History
- Multi-national companies (MNC) – business strategies - capitalize the opportunities in emerging markets
- Business Opportunities and challenges

What are the rules for global trade now ?

Rules – who decide and who can decide to change and when ?

MNC (Foreign MNC)

- Globalization – Represent ?



Uncertainties

Fast Changes

Cruel / Cool / Survival

Faster / Falling Behind

Fittest

Cost...

New Rules

Winner Takes All



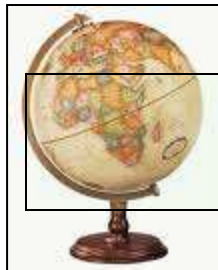
Globalization – Emerging Markets Surrounded by Wolves (MNC)



MNC Globalization – Normal – Nothing New ***Human Evolution - Survival of the Fittest***

Human Evolve – Globalization – Move Around

Fundamental Driving Force – Survival thru Competition



Convergence



Discussion

Which group - Move First ? Why ?

(Group 1) High skill

(Group 2) Mid skill

(Group 3) Low skill

Globalization – Definition

Closer and Interlinked World

Globalization is the tendency of **businesses, technologies, or philosophies** to spread throughout the world, or the process of making this happen.

The global economy is sometimes referred to as a *globality*, characterized as a totally **interconnected marketplace**, unhampered by time zones or national boundaries.



Globalization (5 levels)

Interlinked world – No one is an island

5 th Level	Political, Legal , Entertainment, Lifestyle, and Language
4 th Level	Social and Cultural – Exchange – Migration Religious, Ideas, and Technological knowledge
3 rd Level	Militarize Globalization – use aligned force, threat of force to control dangers and interests (WWII, Cold war..)
2 nd Level	Environmental – globalize spread thru air, and oceans – AIDS, Acid Rain, Climate Issues (epidemics...)
1 st Level	Economical – globalize goods/service – goods, service, capital, information

Source, Harvard :
Joseph Nye

Globalization 1.0 - 1st of 3 Stages

Thomas Friedman (The World is FLAT)

Globalization 1.0 – 1492 – 1800 AD (Country Globalizing)

- Old World > New World (Trade – Columbus)
- Driving Force – Power of the country (Military)
- Country Political Power = \$\$ (Wealth)
- Beneficiaries – European countries
- **Large** size (L) world >> to **Medium**-size (M) world



Globalization 2.0 – 2nd of 3 Stages

Thomas Friedman (The World is FLAT)

Globalization 2.0 – 1820 – 2000 AD (Corporate Globalizing)

- Corps Go Global for Markets, and labours
- Driving Force (1st Half) – Transportation (Rails, Ship)
- Driving Force (2nd Half) – Telecommunication, WWW
- Beneficiaries – European and American companies
- Medium (M) > Small (S) size world



Globalization 3.0 – 3rd of 3 Stages

Thomas Friedman (*The World is FLAT*)

Globalization 3.0 – 2001+ AD (Individuals Globalizing)

- Newfound power for individuals
- Individuals to collaborate and compete globally
- Convergence **Small** (S) >> a flattened “**FLAT**” world
- Beneficiaries – Diverse Individuals – all races, more from non-Western/non-White groups of Individuals (**Human Rainbow**)



Globalization – Good or Bad ?

Public / General Views – ONLY the FITTEST



What to Globalize ?
Who will benefit ?

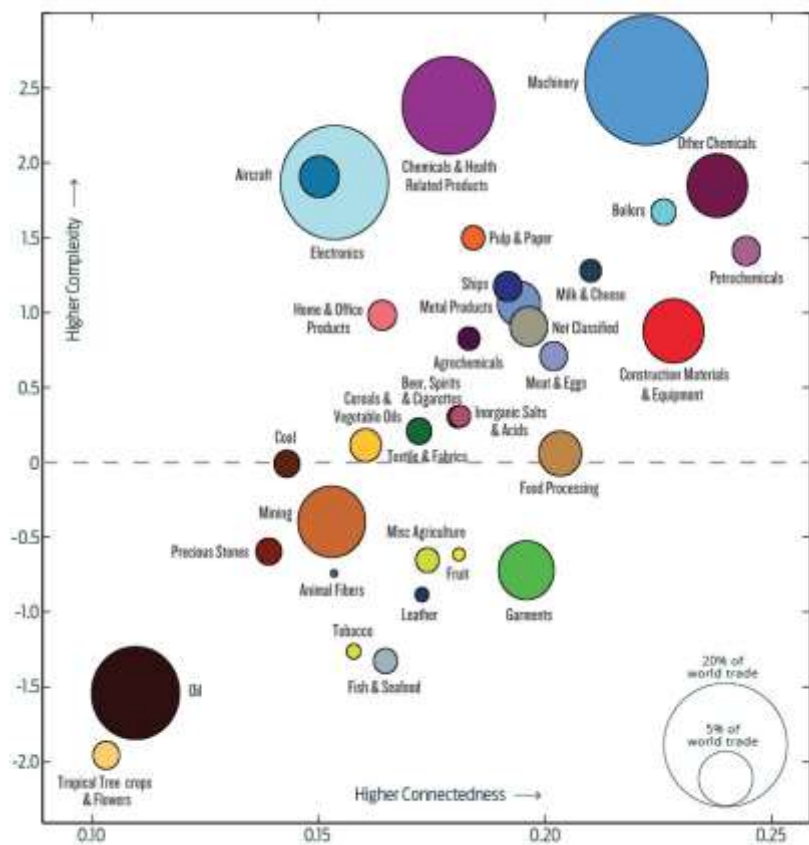


1. Mutual Benefits – opportunities for all 😊
2. One Market – labour market - equal 😊
3. Technology – access – all benefit 😊
4. Exportation / Exploitation 😞
5. Benchmark / Imposed Standards 😞
6. Leverage – Protectionism (market share, ...) 😞
7. Rich gets richer, Poor gets poor 😞
8. Control and Extend power / advantages 😞
9. Sustain the superiority (Rich's games) 😞
10. Freedom of invasion 😞
11. Build Defensive - Entry Barriers for the less 😞

Most Complex Economies

<https://www.weforum.org/agenda/2019/12/countries-ranked-by-their-economic-complexity>

High Complexity = High varieties and diversity Exports - Low ubiquity, high sophistication



Rank	Country	Score	Top Exports
1	Japan	2.26	Cars, ICT (tech)
2	Switzerland	2.14	ICT, gold, packaged medicaments
3	South Korea	2.05	ICT, cars
4	Germany	2.02	Integrated circuits, ICT, cars
5	Singapore	1.81	ICT, cars
6	Czech Rep.	1.79	Cars, vehicle parts
7	Austria	1.71	ICT, tourism
8	Finland	1.69	ICT
9	Sweden	1.67	ICT
10	Hungary	1.44	ICT, cars



HBR – Taming complexity Reading

(<https://hbr.org/2020/01/taming-complexity>)

Key Learnings

- *Complexity (tech, materials, products, people, organizational units..)*
- *Cost of complexity – offset – benefits ?*

Problem – company grows – leaders lose grasps of how all the elements are intertwined...

- **STRIKE a Balance**
 - Create module “agile” structures
 - Use simple, common operating principles (eg. Transparency..)
 - Embed a bias for changes (Promote self-disruption – what kills me tomorrow...)
 - Relax control
 - “Never let an MBA near a marketplace that can run itself” – don’t over-control....
 - Let the market judge (patient, observe track, check assumptions...)
 - Optimize globally (regionally...)
 - Fix, repair, prune

Complexity is increasing necessary for viability and competitiveness in today’s dynamic unpredictable business environment..

Disrupt or Being Disrupted – NO SAFE HAVENS

Waves of Digital Disruption

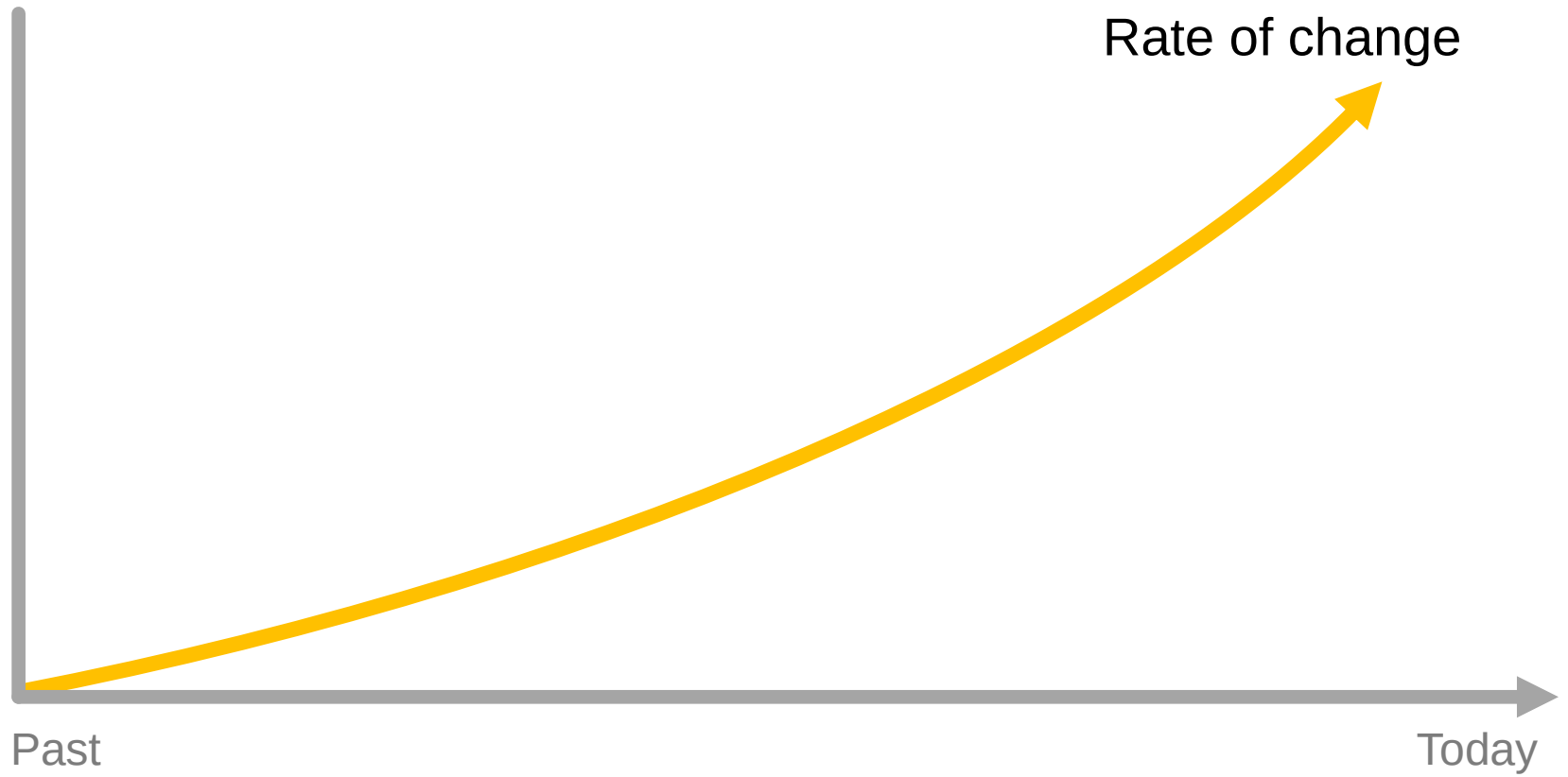


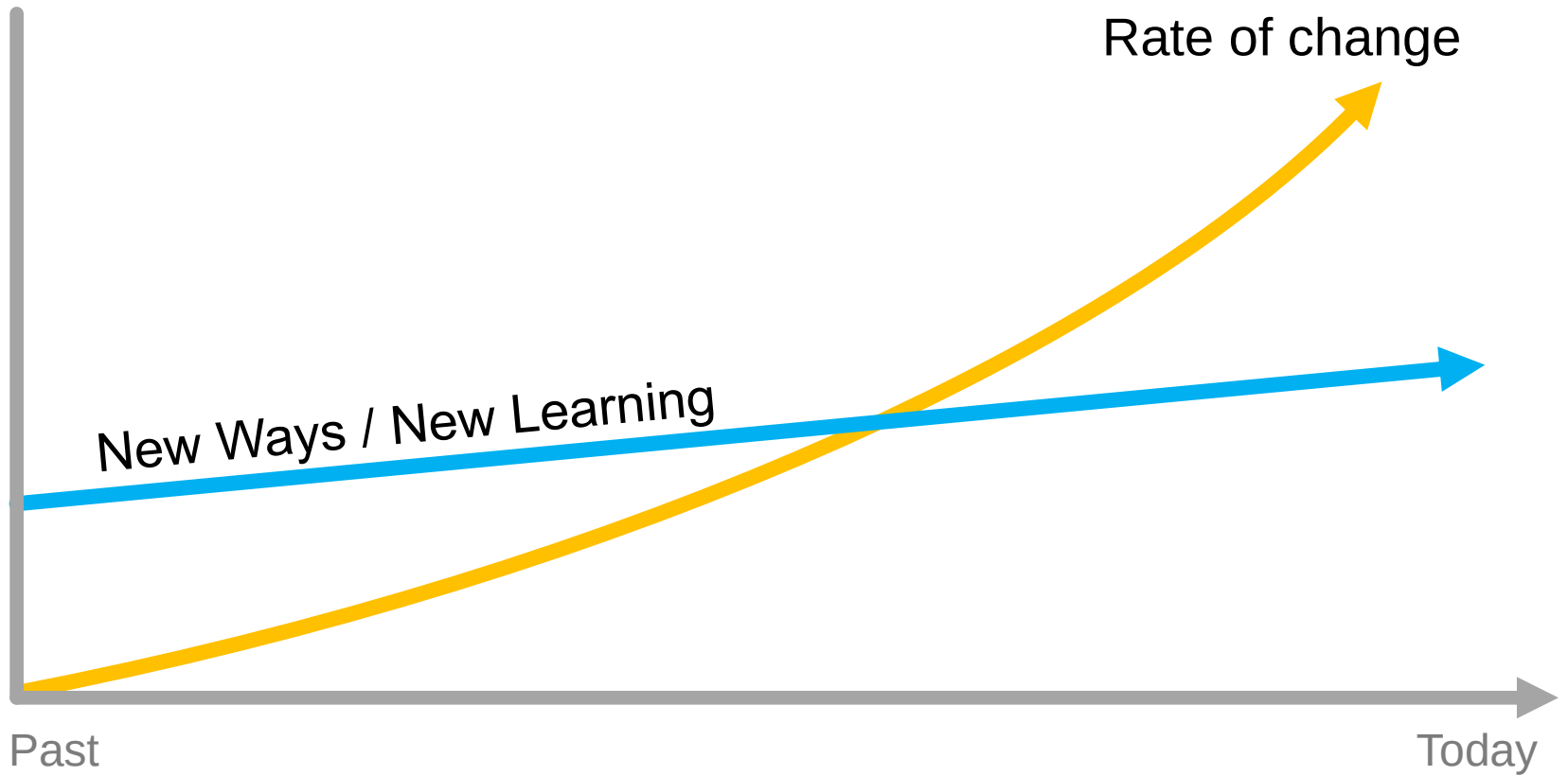
How Fast is the PACE of Globalization

From **nowhere**

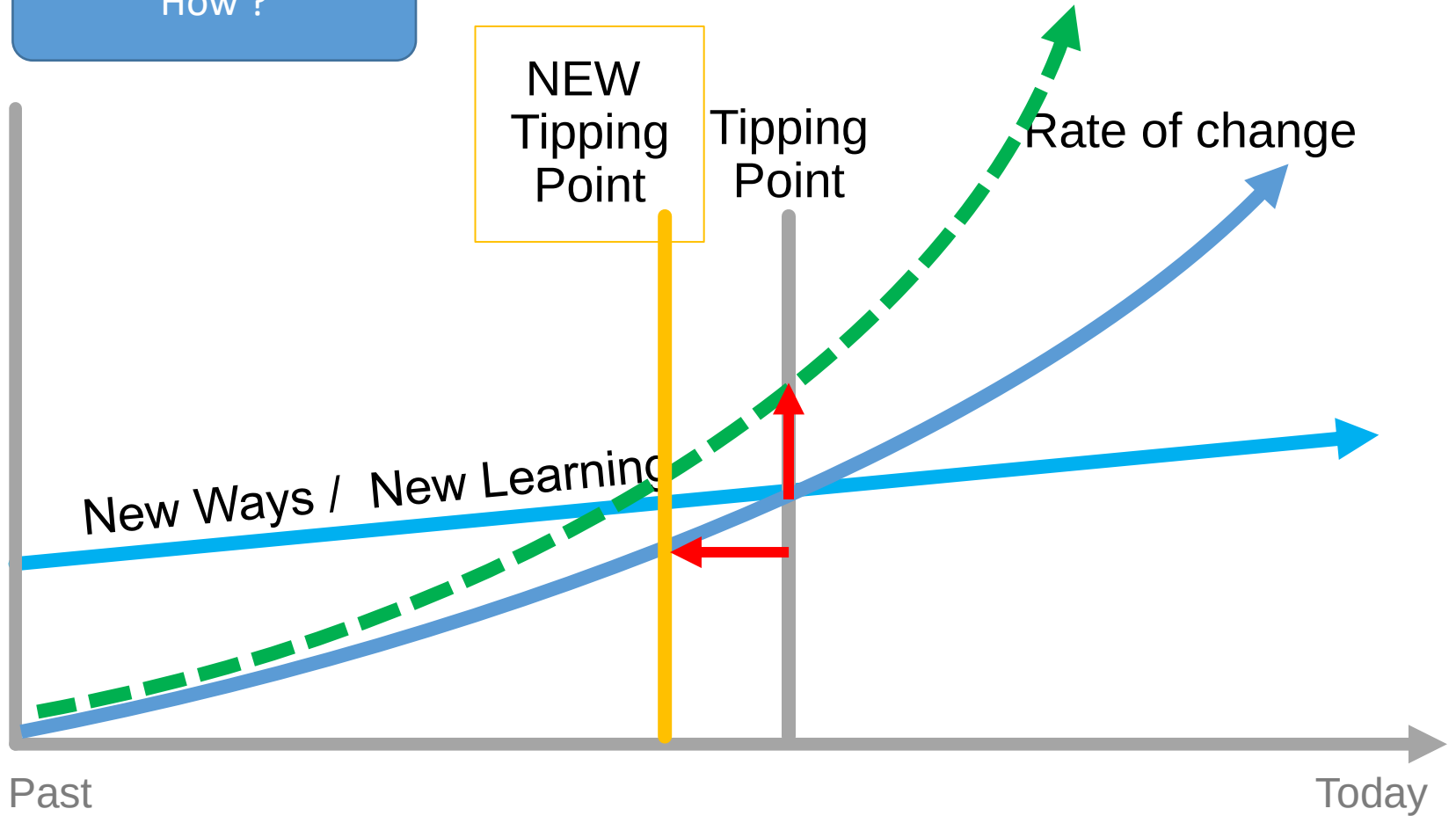
To

now Here





How ?



Average company lifespan on S&P 500 index (in years)



MNC Global Regionalized Strategy

MNC – Gain/Sustain Global Relative Competitiveness



- 1. Utilize Capital Investment (R+)**
- 2. Technological Advance (LC)**
- 3. Global Labor Market – Lower Cost (LC)**



Make/Produce the SAME or MORE with LESS

- Labour, Materials**
- Different ways - production / process**
- Achieve the purpose without the product**
- Reduce FIXED cost – lower cost countries**

Globalization / Regionalization

– is the mean, Maxi Consolidated Profit / ROI

Globalization – Motives for Corporate to expand Globally – Profit, Revenue, Low risk

Motives for Corp to Globalization	Financial Motive	Industries	Selection criteria of globalized target countries
1. More markets	Revenue (+)	Manufacturing based corps	Market size, growth opportunity, Market Openness
2. Production Advantages	Cost (1), Profit (+)	Labour and Tech intensive	Abundant cheap land and labour
3. Resources Advantages	Cost (-), Profit (+)	Resource intensive industry	Assessable Rich local resources
4. Technological Advantages	Revenue (+) Cost (-), Profit (++)	Tech intensive industry	IT, Tech intensive, High industrialized
5. Diversification	Revenue (+)	Manufacturing & Service Industries	Political stability, Active economy
6. Risk Management Social, Political, Credit, Trade, Currency	Loss (-) , Profit (+)	All Industries	Political, social, legal stability, Active economy

More Complex –

**Globalization with USA
and China Rise as a
Global Competing Players
– conflicts...**

What happened ? ...



An American writer in leadership asked:

Today, there are 304 million Americans and we wonder, every four years, why we can't find at least two superb candidates for the nation's highest office.

And further

- Rapid changes since 1989 ...
... “the world is only ten years old” ... thanks to WWW
- Technology has done what ideology could not, and created a worldwide community of the wired ... we are now living in a global village, with countless regional conflicts ...
- “ America First “ – Donald Trump (I do not care about others as long as America is FIRST !
- Economic & Political transformation ...
 - The rise of China / 1B1R / RCEP
 - The official established of the EU



(well, in 2016-2017-2018... Covid – 2023.....)

Rise of China – Global Power

- Stage 1 (1978-1995)- Join World Economy
 - Testing the water – Coastal (benefits)
- Stage 2 (1995 – 2000)– FIE serves World Economy
 - China JV – FIE and Chinese Firms
- Stage 3 – (2000 – 2008) WTO accession
 - A Fierce & Fearsome TRADER in World Economy
- Stage 4 – China Rebalancing (2009-2014)
 - A Responsible & Sustainable Player in World Economy
- Stage 5 – China Dream (China Global Power) (2015 +)
 - Realign and Integrated forces into World Economy

China – Key Stakeholders

WTO (2000-2010-2015/16 : 15 Years)

- 2nd largest economy (2021 – 1st)
- No. 7 > No. 1 – Cargoes Export
- No. 8 > No. 1 – Cargoes Imports
- No. 10 > No. 4 > 3 – Service export
- No. 12 > No. 3 > 2? – Service import
- GDP- 1992-2001: 9% >> 2002-2008 :11%+, to 7.6% (2012), 7% (2014)
 - Trade Surplus to most of the biz partners
 - WTO allegations : 22+ targets to China



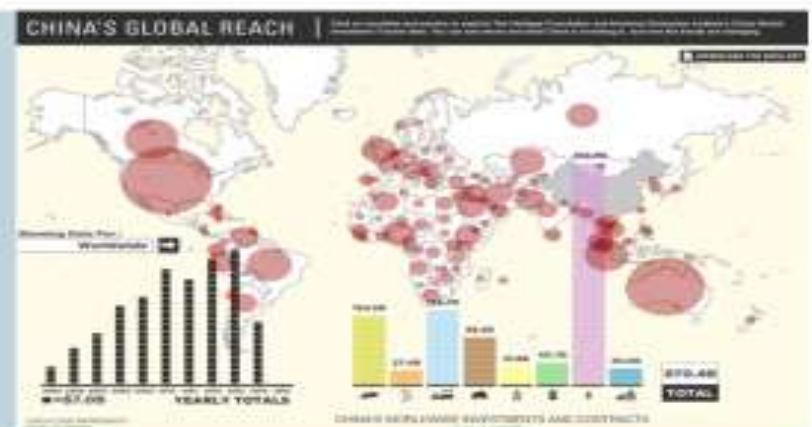
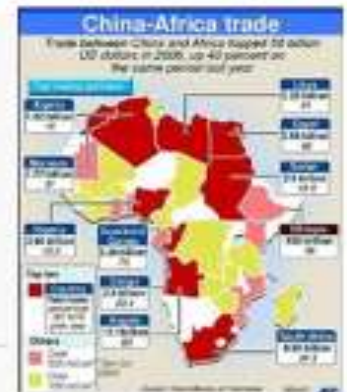
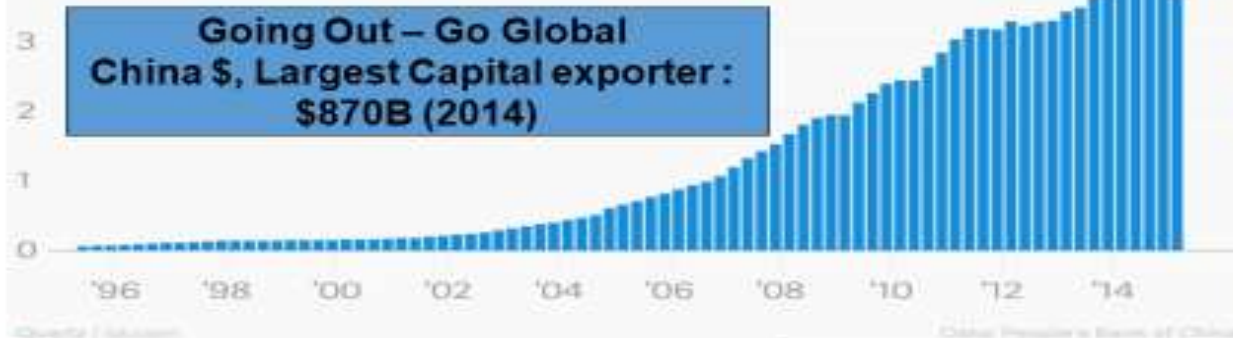
Benefits – no longer Win/Win, some Win more... Like China

Stage 5 – China Dream (China Global Power)

Realign and Integrated forces into World Economy

Stage 5 – State-Led corporate globalization
China – Domestic + Developed (-) + Africa + 1B1R

China's foreign-exchange reserves
\$4 trillion



China (\$30T, 2020) – Global Integration Partner – Cooperate - Competition

Global Outlook for Gross Domestic Product Growth rates, 2014–2025



Note: Projections are based on trend growth estimates, which - for the period 2015-2019 - are adjusted for remaining output gaps. Color ramp is based on GDP growth rates in 2013.
Source: The Conference Board Global Economic Outlook 2015.

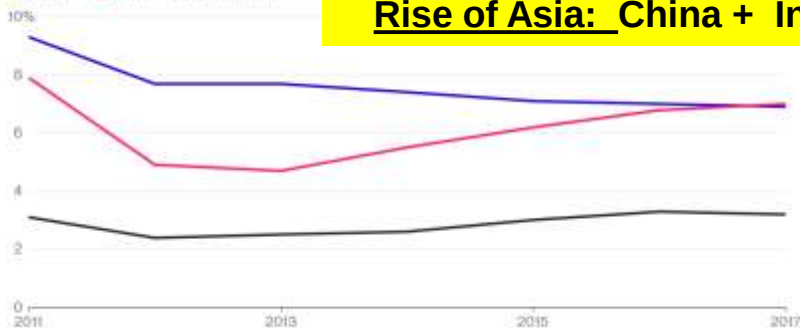
The FUTURE (2020): World Bank Projects India as #3 Economy in World



Race to Global Domination

Projected real GDP growth

■ China ■ India ■ Entire world



Source: World Bank

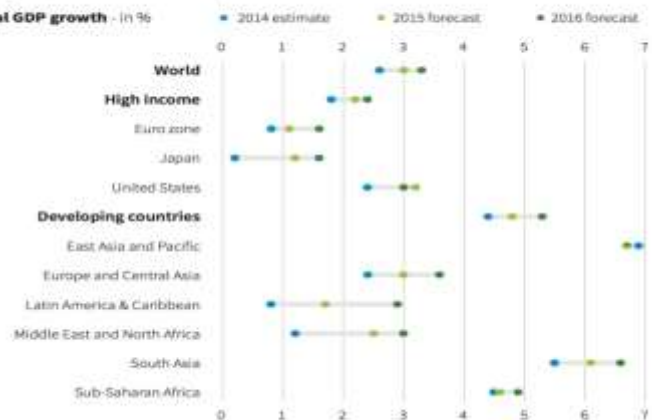
Bloomberg

**2015-2020 (Positive growth %)
(All regions)
Rise of Asia: China + India**

Global growth outlook

The World Bank on Tuesday predicted the global economy would grow 3 percent this year, below a forecast of 3.4 percent made in June.

Real GDP growth - in %



Source: World Bank

Staff: C. Imron, 14/01/2015

ICS resources

Stage 6 (2020+) – Realization of China Dream

World-class Super Player in Global Economy

DATAGRAPHIC
Countries and Consumers
TOP 10 BIGGEST ECONOMIES: 2010 VS 2020

China
World No.1 Export and No.1 Import



GDP 2020
PPP in I\$

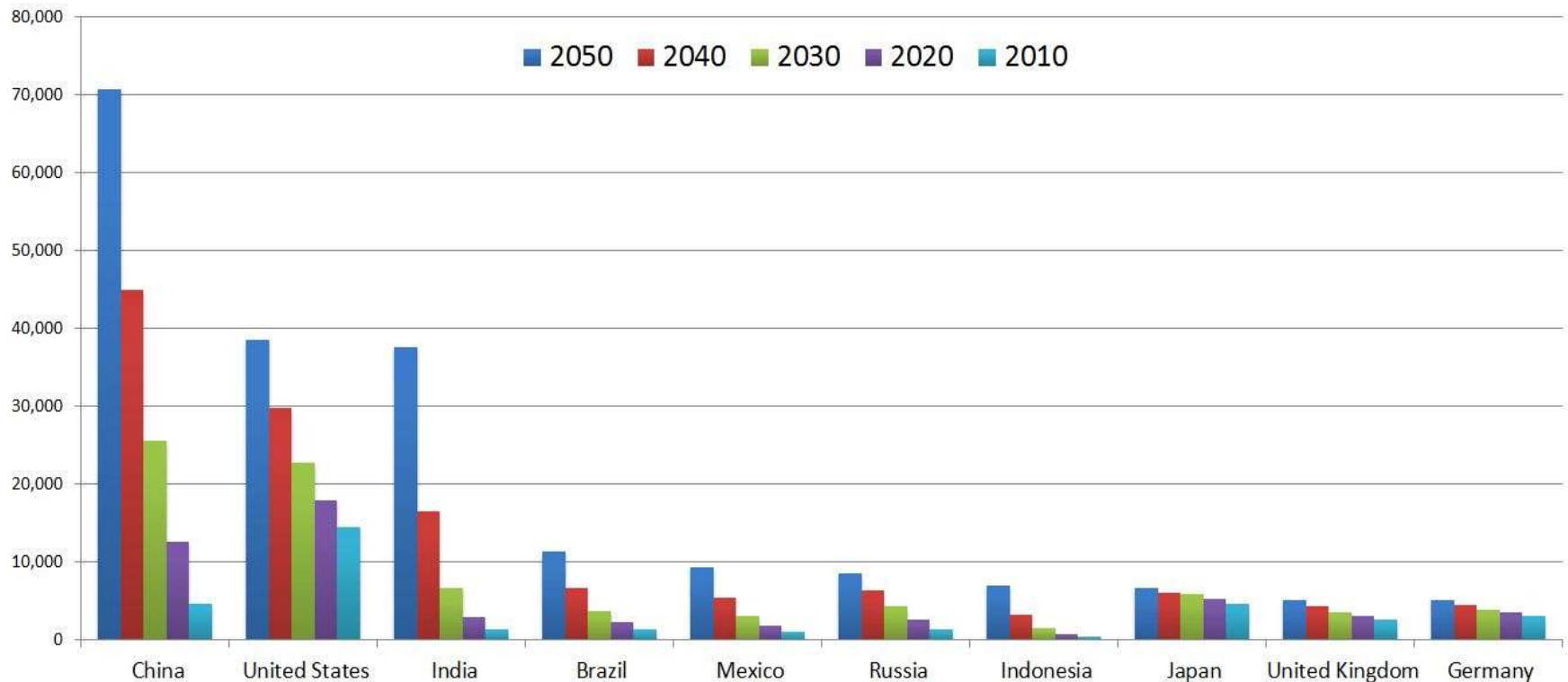


Rank Shift in GDP
2010 vs 2020; PPP in I\$

Rank	2010	2020
1	United States	China
2	China	United States
3	Japan	India
4	India	Japan
5	Germany	Russia
6	Russia	Germany
7	United Kingdom	Brazil
8	France	United Kingdom
9	Brazil	France
10	Italy	Mexico
11	Mexico	South Korea
12	South Korea	Indonesia
13	Spain	Italy
14	Canada	Canada
15	Indonesia	Spain

Stage 6 (2050) : China - New World Leader – Global Leader - Sustainability

China – 2020-30 : 1st economy,
2050 : \$70T : Largest Economy : 2 X USA



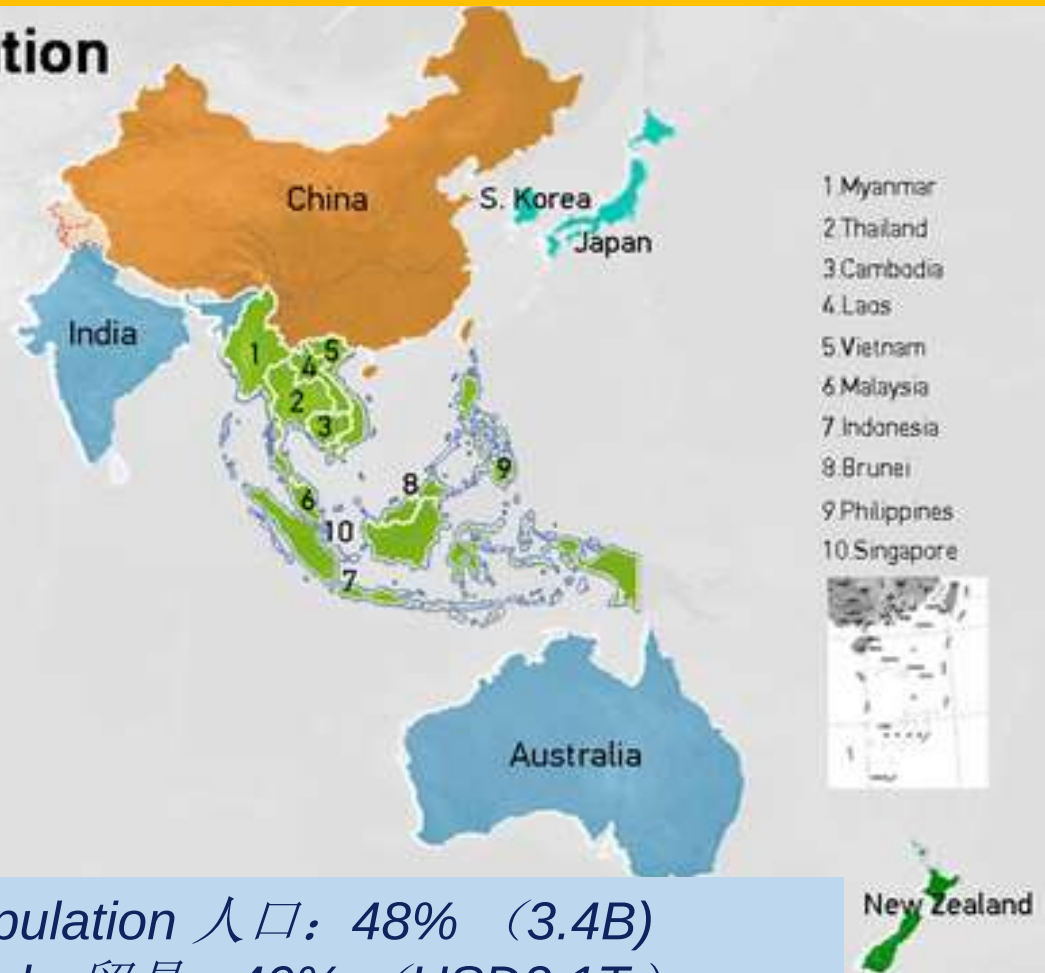
RCEP - Regional Comprehensive Economic Partnership - China in Global Trade

RCEP (Anti-Protectionalism)

48% of world population
40% of global trade

RCEP negotiations were launched by leaders from ASEAN and ASEAN's FTA partners in 2012.

The 16 participating countries have over **3.4 billion** people, and their GDP exceeded over **\$21 trillion**, **30%** of the global GDP.



Population 人口: 48% (3.4B)
Trade 贸易: 40% (USD2.1T)

Discussion - Impacts - HK, US, China

Protectionism VS Free Trade

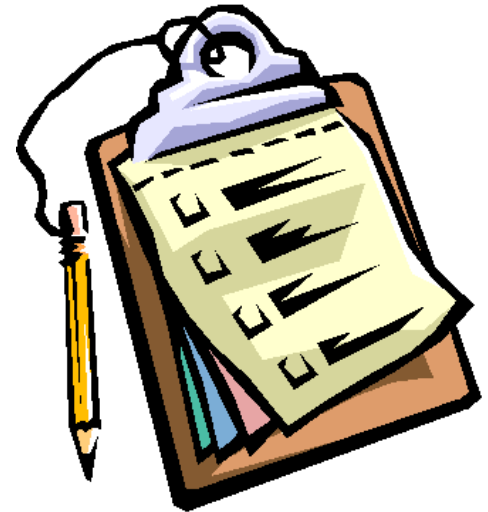


Part I - Leadership And Responsibility

- Globalization in the complex environment
- **Managing self, and Others as individuals**
- **Managing Team, and Organization**

Agenda

- Leadership - The Visionary Leader
- Setting The Right Direction – Strategic Planning
- Vision and Mission
- Creating Strategic Initiatives And The Execution Plan



2019-2022 - the world is focusing on these men

Top Business Leaders of 2019...

Amazon
Jeff Bezos

Tesla
Elon Musk

Alibaba
Jack ma

Apple
Jim Cook

Facebook
Mark Zuckerberg

Group : 5 groups

* Common Characteristics ?

Identify :

Leadership Skill – impacts to global and local business

Others
???

So, questions :

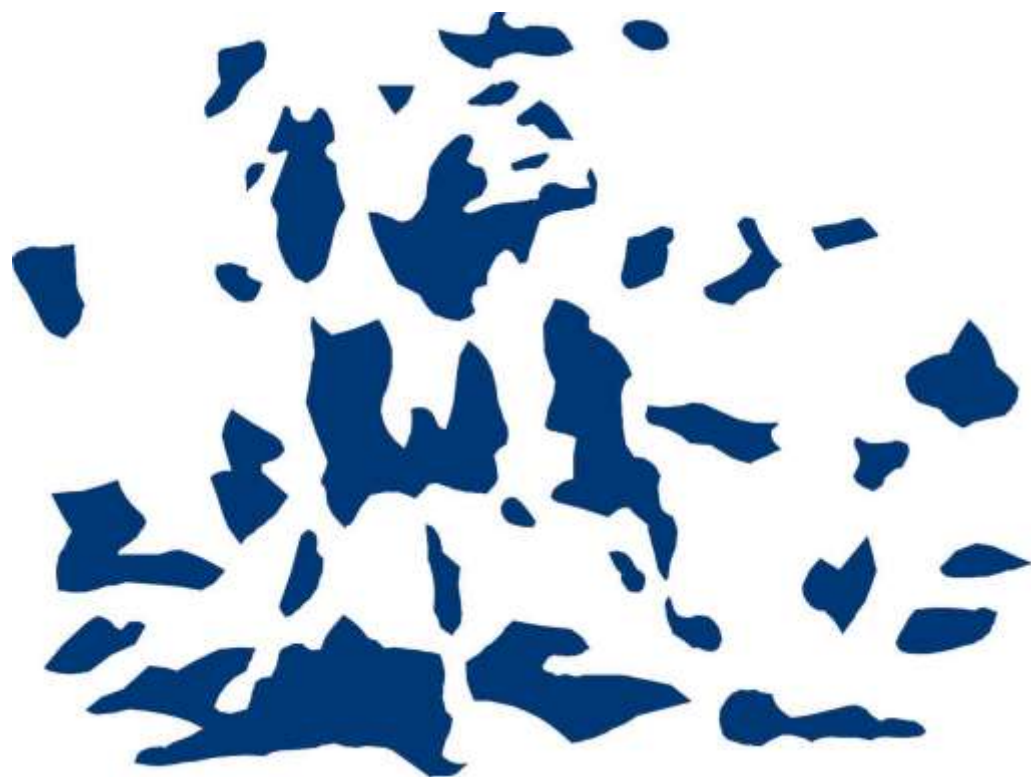
- ❑ What are the purposes of the corporations and other organizations in today's world?
- ❑ Who (or what!) are good leaders?
- ❑ How should leaders lead?

Great leaders and followers are always engaged in a creative collaboration.



**What's
Missing?**

**Leadership
development**



Leadership - theories, competencies

Leaders : discussion

Leader of your heart – you wish to become in the future ?

Life Leader : Who : _____ (Name)

Business Leader : Who : _____ (Name)

What are (2) KEY traits / characters of the LEADER of your HEART ?

	LIFE Leader	Business Leader
1		
2		
3		

Leadership Defined – DIFFERENT LEADERSHIP THEORIES / STYLES

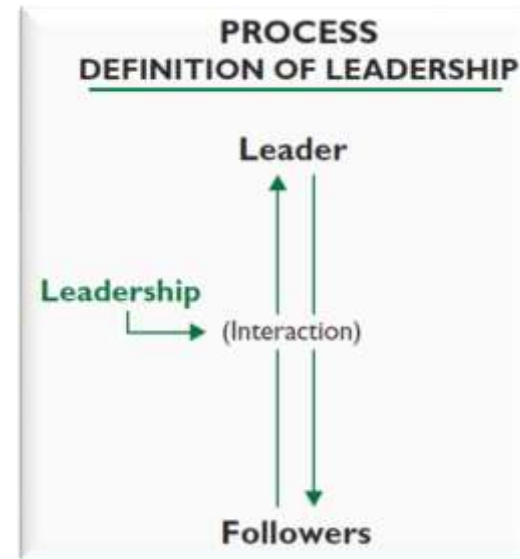
Leadership

is a process whereby an individual
influences (in different ways and styles) a
group of individuals to achieve
a common goal.

Trait vs. Process Leadership (Leadership Born Vs Trained)



- Certain individuals have special innate characteristics or qualities that differentiate them from non-leaders.
 - Leadership resides in **select** people
 - Restricted to those with **inborn** talent



- **Leadership** is a phenomena that occurs in interactions between leaders and followers.
 - Observed in leadership **behaviors**
 - Can be **learned**

Assigned vs. Emergent Leadership

	Assigned (Hierarchical)	Emergent
	Leadership based on a <u>position</u> within an organization • Team leaders • Plant managers • Department heads • Directors	Leadership perceived by others regardless of the individual's title • Emerges over time <u>through interactions</u> with others • Verbal engagement • Gathering and providing information • Seeking others' opinions • Being firm but not rigid • Professional competence • Interpersonal warmth • Affected by personality and gender

Leadership & Power (The Capacity to Influence)

- **Position Power (assigned):** derived from rank in an organization
- **Personal Power (emergent)** is influence derived from being seen as likable & competent.

Table 1.1 Five Bases of Power

Referent Power

Based on followers' identification and liking for the leader. A teacher who is adored by students has referent power.

Expert Power

Based on followers' perceptions of the leader's competence. A tour guide who is knowledgeable about a foreign country has expert power.

Legitimate Power

Associated with having status or formal job authority. A judge who administers sentences in the courtroom exhibits legitimate power.

Reward Power

Derived from having the capacity to provide rewards to others. A supervisor who gives rewards to employees who work hard is using reward power.

Coercive Power

Derived from having the capacity to penalize or punish others. A coach who sits players on the bench for being late to practice is using coercive power.

SOURCE: Adapted from "The Bases of Social Power," by J. R. French Jr. and B. Raven, 1962, in D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259–269), New York: Harper & Row.

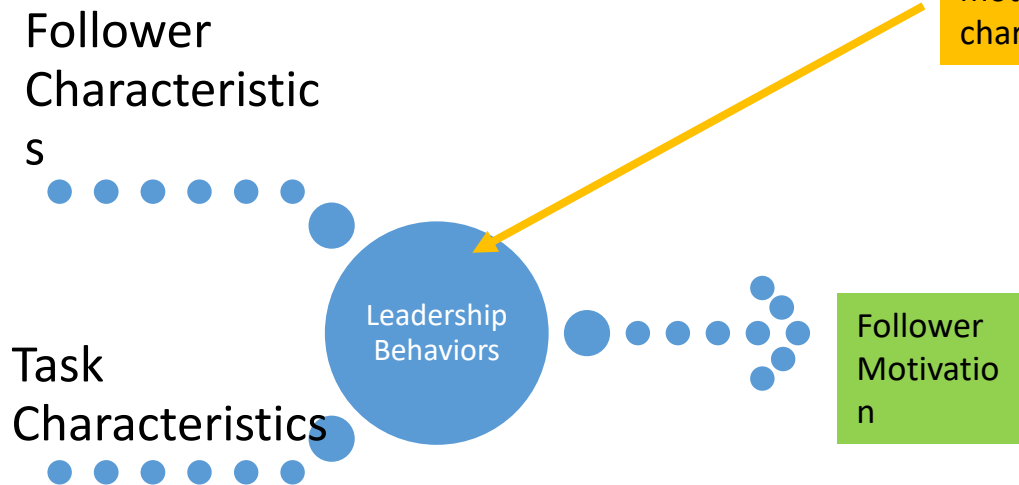
The Style Approach to Leadership – Leadership Style

Focus	2 Groups of Behaviors
Emphasizes the habitual behavior of the leader	• Task behaviors (Concern of Result) • Help group members achieve goals and objectives • “Initiating Structure” • “Concern for Results”
Focuses exclusively on how leaders tend to act along two crucial dimensions.	❖ Relationship behaviors (Concern of People) • Help group members feel comfortable with themselves, each other, and the situation • Develop healthy relationships • “Consideration” • “Concern for People”

Leadership Style - Path-Goal Theory

Important Components of P-G theory

Leaders need to figure out what they can do (leadership behaviors) to increase worker motivation – considering the follower and task characteristics.



4 Types of Leadership Behaviors/Style

- Directive (Task)
- Supportive (Relational)
- Achievement-oriented (Identity, status)
- Participative (Process)

Leader-Member eXchange (LMX) – theory / practice

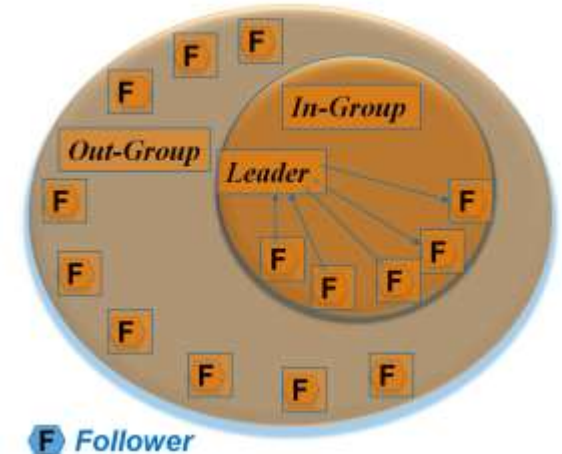
In-Group

- more information, influence, confidence, & concern from Leader
- more dependable, highly involved, & communicative than out-group

□ *High quality leader-member exchanges result in:*

- *Less employee turnover*
- *Higher performance evaluations*
- *Greater likelihood of promotion*
- *Greater organizational commitment*

➔ • *More attention and support from the leader*



Out-Group

- less close to leader
- usually just come to work, do their job, & go home

“Leadership Making” when high quality relationships are developed

NEW - Organizational Types of Leadership (which one are you ?)

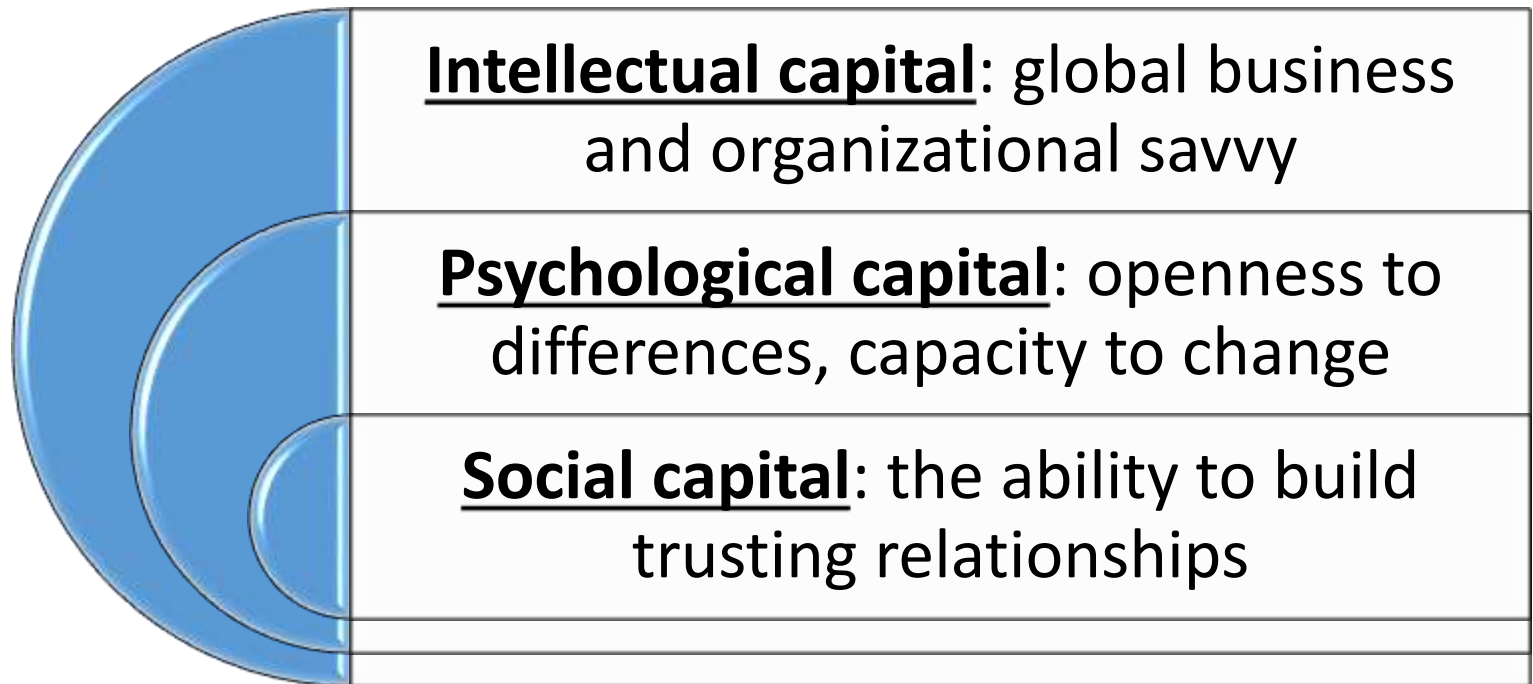
Transactional	Transformational	Pseudo-Transformational (toxic)
Focuses on the exchanges that occur between leaders and their followers Tangible	Process of engaging with others to create a connection that increases motivation and morality in both the leader and the follower Intangible	Focuses on the leader's own interests rather than the interests of his or her followers
- No new taxes => votes. - Sell more cars => bonus. - Do assignments => grade. - Surpass goals => promotion. The exchanges that can be observed in all organizations.	Leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential Abraham Lincoln – raised the hopes and demands of millions of people, motivating them to give themselves to end slavery.	Leaders who are transforming but in a negative way self-consumed, exploitive, power-oriented, with warped moral values includes leaders like Adolph Hitler Saddam Hussein

Servant Leadership - Adaptive Leadership

Servant Leadership	Adaptive Leadership
A paradox: both service and influence Good leaders that really care about the people they lead, when leaders put followers first	Focuses on the adaptations workers need to make in response to changing environments. Stresses the activities of the leader that optimize the work of followers in the contexts in which they find themselves. “The practice of mobilizing people to tackle tough challenges and thrive.”
10 Characteristics (Spear 2002) • Listening • Empathy • Healing • Awareness • Gentle Persuasion • Conceptualization • Foresight • Stewardship • Commitment to the Growth of People • Building Community	Help others do the work by: • Mobilizing them • Motivating them • Organizing them • Orienting them • Focusing their attention of what’s important

Very Popular

The Global Leader's Capital



The GLOBE project identified six global leadership behaviors:

1. Self-protective leadership (self-centered, hierarchical)
2. Team-oriented leadership (collaborative)
3. Participative leadership (democratic, discussion)
4. Humane-oriented leadership (people base)
5. Autonomous leadership (Independent, unique)
6. Charismatic/value-based leadership (vision, inspire – performance-driven)

Research on subordinate expectations

□ Universally “desirable”

- Trustworthiness
- Visionary
- Inspirational and motivating
- Communicative
- Individualistic
- Status-Conscious
- Risk-Taking

Undesirable

- Being a loner and asocial
- Non-cooperative
- Dictatorial

Leadership differences – working across cultures

How about “Chinese” ?

The Dutch are skeptical about the value of leadership.

Arabs worship their leaders—as long as they are in power!

Malaysians expect their leaders to be humble, modest, and dignified.

The French expect leaders to be “cultivated”.

Culturally Contingent Beliefs Regarding Effective Leadership Style

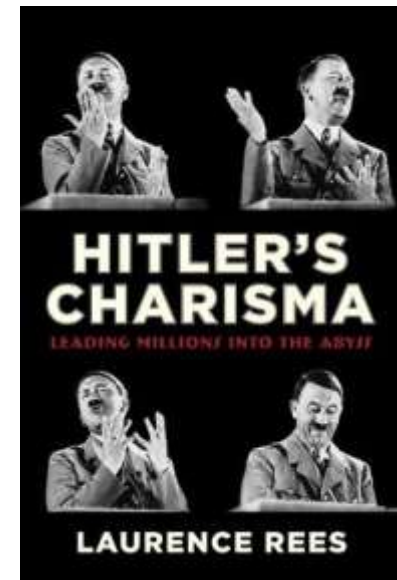
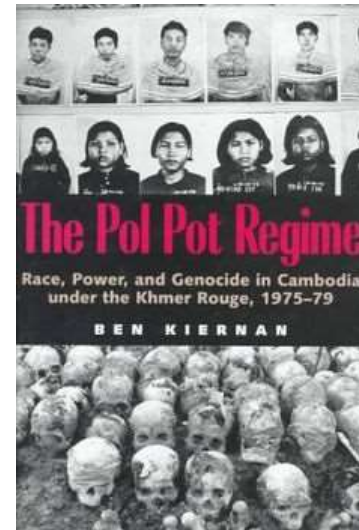
Country	Charisma	Team	Self-Protective	Participative	Humane	Autonomous
Brazil	6.01	6.17	3.50	6.06	4.84	2.27
China	5.57	5.57	3.80	5.05	5.18	4.07
Denmark	6.01	5.70	2.82	5.80	4.23	3.79
India	5.85	5.72	3.78	4.99	5.26	3.85
Mexico	5.66	5.75	3.86	4.64	4.71	3.86
United States	6.12	5.80	3.16	5.93	5.21	3.75



Dark side of charismatic leadership

- ❖ Some leaders may not act in the best interests of the organisation, narcissistic, only care about own interests, wrong vision.

Moral Value



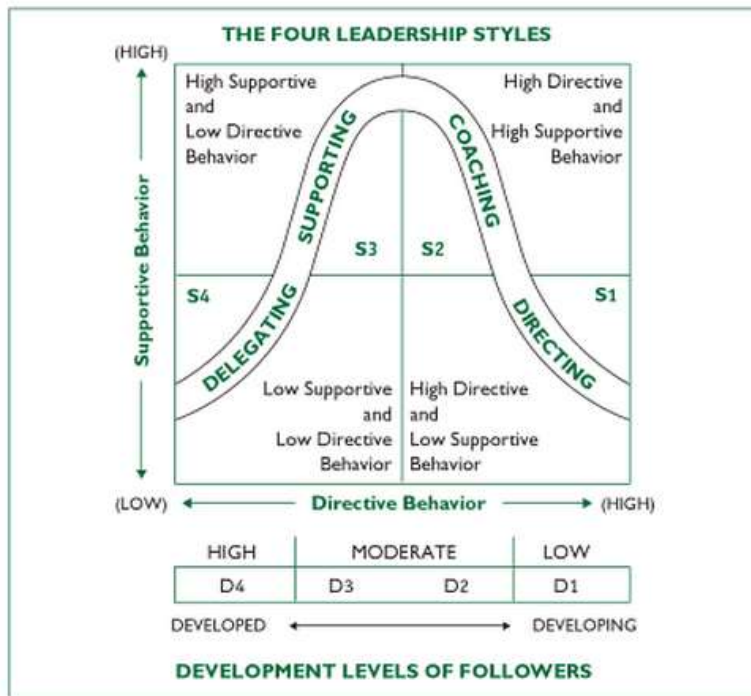
What is the best outfit?



No best outfit, depends on weather – Best Leadership Style – depends on situations....
Great Leaders – adaptive and flexible to the NEEDS of OTHERS – WIN/WIN

Situational Leadership - 4 Leadership Styles: S1 – S4

Figure 5.1 Situational Leadership II



SOURCE: From *Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership*, by K. Blanchard, P. Zigarmi, and D. Zigarmi, 1985, New York: William Morrow. Used with permission.

- All leaders should have ability to demonstrate all 4 styles
 - S1 – Directing
 - S2 – Coaching
 - S3 – Supporting
 - S4 - Delegating

What is your preferred / natural style ?

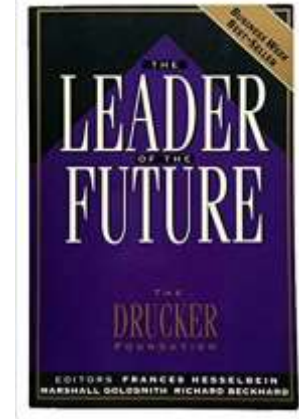
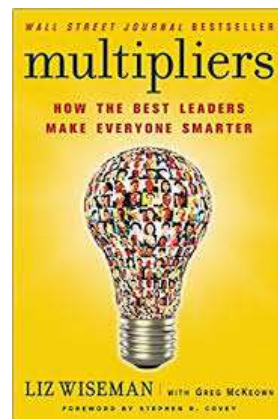
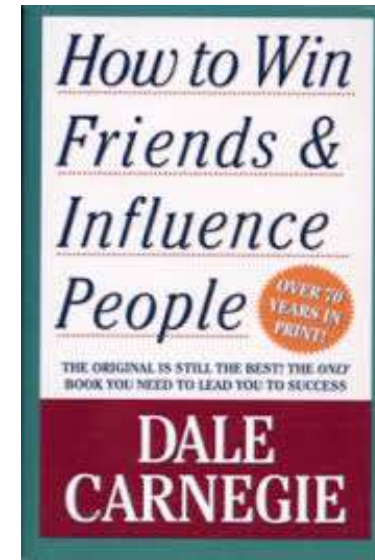
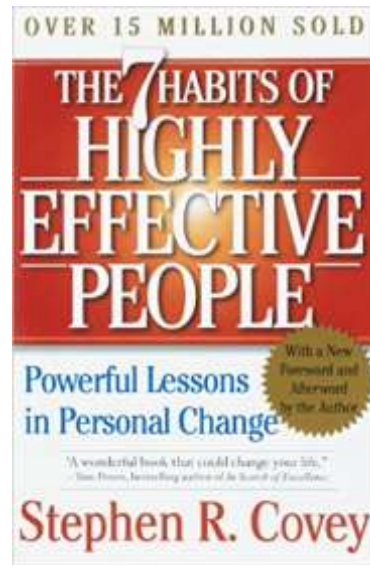
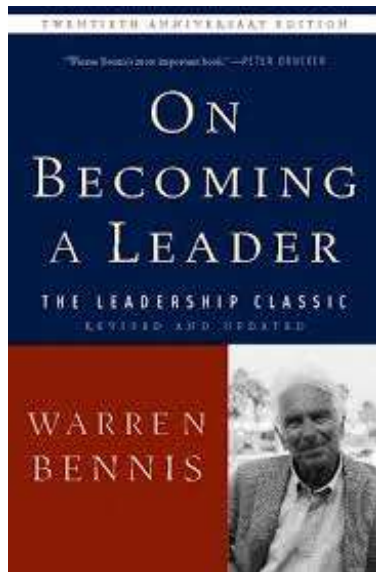
POLL

Summary - Different type of Leadership Profile

Not right or wrong, No good or bad – just us...

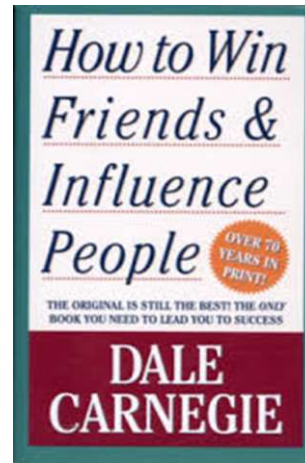
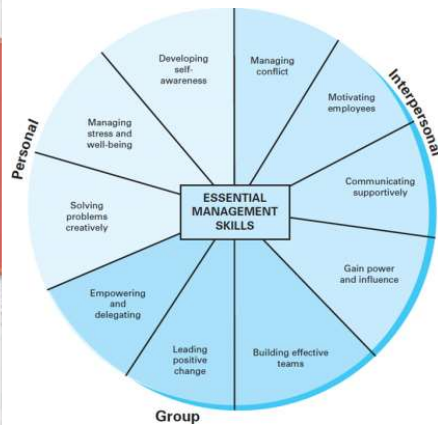
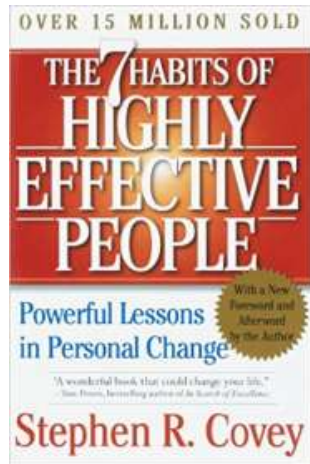
Leadership Conceptual Belief	Born Position / Hierarchy	Learn/Train Thru Interaction		
Leadership Style - behavioral Path-Goal Theory	Directive (Task)	Supportive (Relational – personal)	Achievement-oriented (Identify-status)	Participative (Process)
Leadership Style - organization	Transactional	Transformational	Pseudo-Transformational	
Servant vs Adaptive	Servant Leadership	Adaptive Leadership		
Situational Leadership Style	Directing	Coaching	Supporting	Delegating (Laissez-fair)
Global Leader Model	Self-protective	Team-oriented	Participative (Democratic)	Humane-oriented
	Autonomous	Charismatic/value base	Authoritarian (Direct)	

Leadership related books

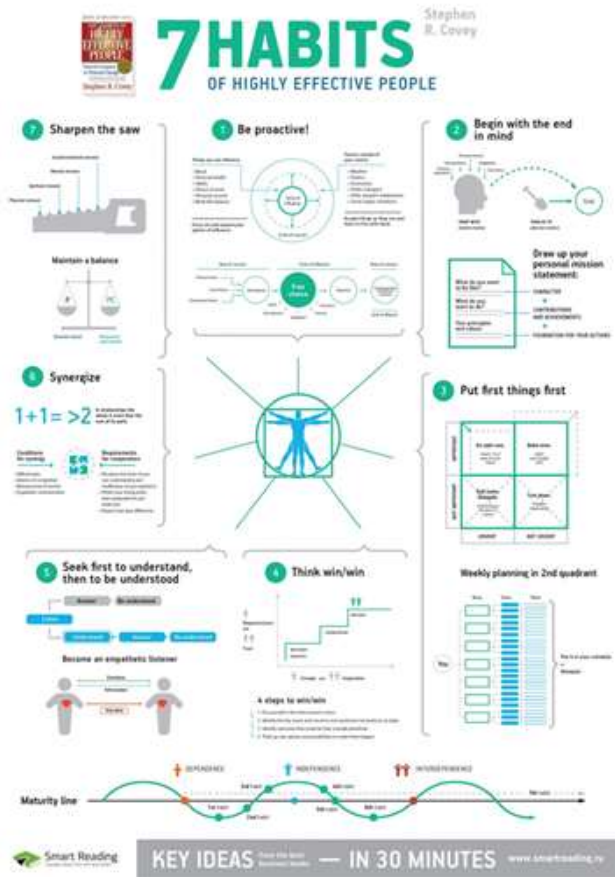


Many leadership mindset/competencies-skills

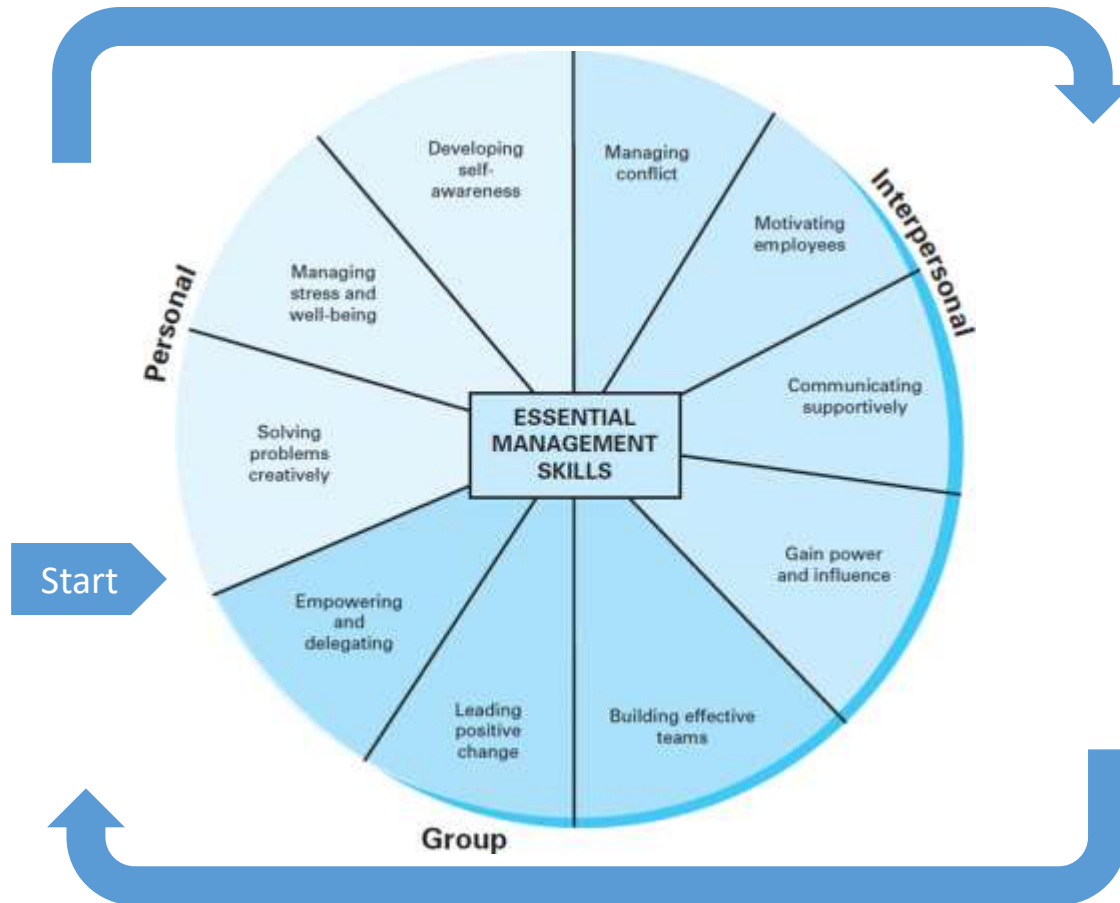
Suggest student to pick ONE – start practice for the whole semester



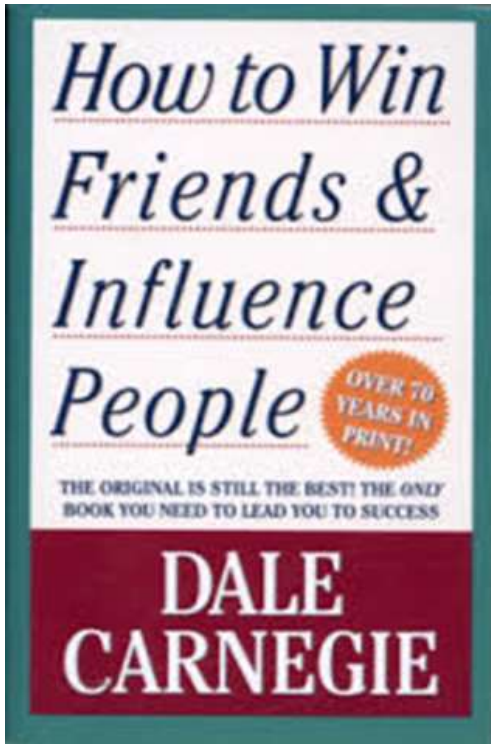
7 Habits of Highly Effective People + TRUST



1. Be Proactive
2. Begin with the end in mind
3. Put first things first
4. Think Win/Win
5. Seek first to understand then to be understood
6. Synergize
7. Sharpen the saw
8. Build trust



How to Win Friends and Influence People



1. Do not Criticize, condemn, complain
2. Be Generous With Praise
3. Remember Their Name
4. Be Genuinely Interested In Other People
5. Know The Value Of Charm
6. Be Quick To Acknowledge Your Own Mistakes
7. Don't Attempt To "Win" An Argument
8. Begin On Common Ground
9. Have Others Believe Your Conclusion Is Their Own
10. Make People Feel Important

Expected Leadership Skills ?

Independent, Critical, Strategic thinking ability



1. Vision
2. Contribution
3. Responsibility
4. Motivation
5. Mentor
6. Ethic
7. Influence
8. Team Work
9. Communicate
10. Decision
11. Support
12. Management

How many of these skills
are

Task (T) Based Skill
Vs

People (P) Based Skills

Leadership – Being a Visionary Leader

- ❑ Corporate leaders must possess far-sighted vision, detailed action plans, macro-thinking, and a global outlook.
- ❑ Vision is perhaps our greatest strength. It has kept us alive to the power and continuity of thought through the centuries; it makes us peer into the future and lends shape to the unknown.

Vision – How to see the future ?

Elon Musk- Visionary, Leader, Entrepreneur (Key Takeaways)

<https://www.youtube.com/watch?v=2m4FEyZcqFk>

What do they say in McKinsey?

1. Able to engage others by creating shared meaning
2. A distinctive voice
3. Integrity
4. Adaptive capacity

**There is no silver bullet
for successfully
developing leaders**

**Focus on the
shifts that
matters**

**Make it an
organizational
journey, not
cohort specific**

**Embedding
changes**

**Design for
the transfer
of learning**

The Skills You Need To Succeed In 2020 And Beyond

(Forbes.com Jul 2, 2020)

1. Complex problem solving.
2. Critical thinking and analysis.
3. Creativity, innovation, ideation, originality, and initiative.
4. People management.
5. Coordinating with others.
6. Emotional intelligence.
7. Judgment, reasoning, analytical thinking, and decision making.

8. Service orientation.
9. Negotiation.
10. Cognitive flexibility.
11. Active learning & learning strategies.
12. Technology design and programming.
13. Leadership and social influence.
14. Systems analysis and evaluation.
15. DEI - Diversity, Equity, and Inclusiveness.

Source: <https://www.forbes.com/sites/ellevate/2020/07/02/the-skills-you-need-to-succeed-in-2020-and-beyond/#5c5224733318>

SELF

Who am I ?

What Role(s) am I conducting in organization ?

The Importance of Interpersonal Skills

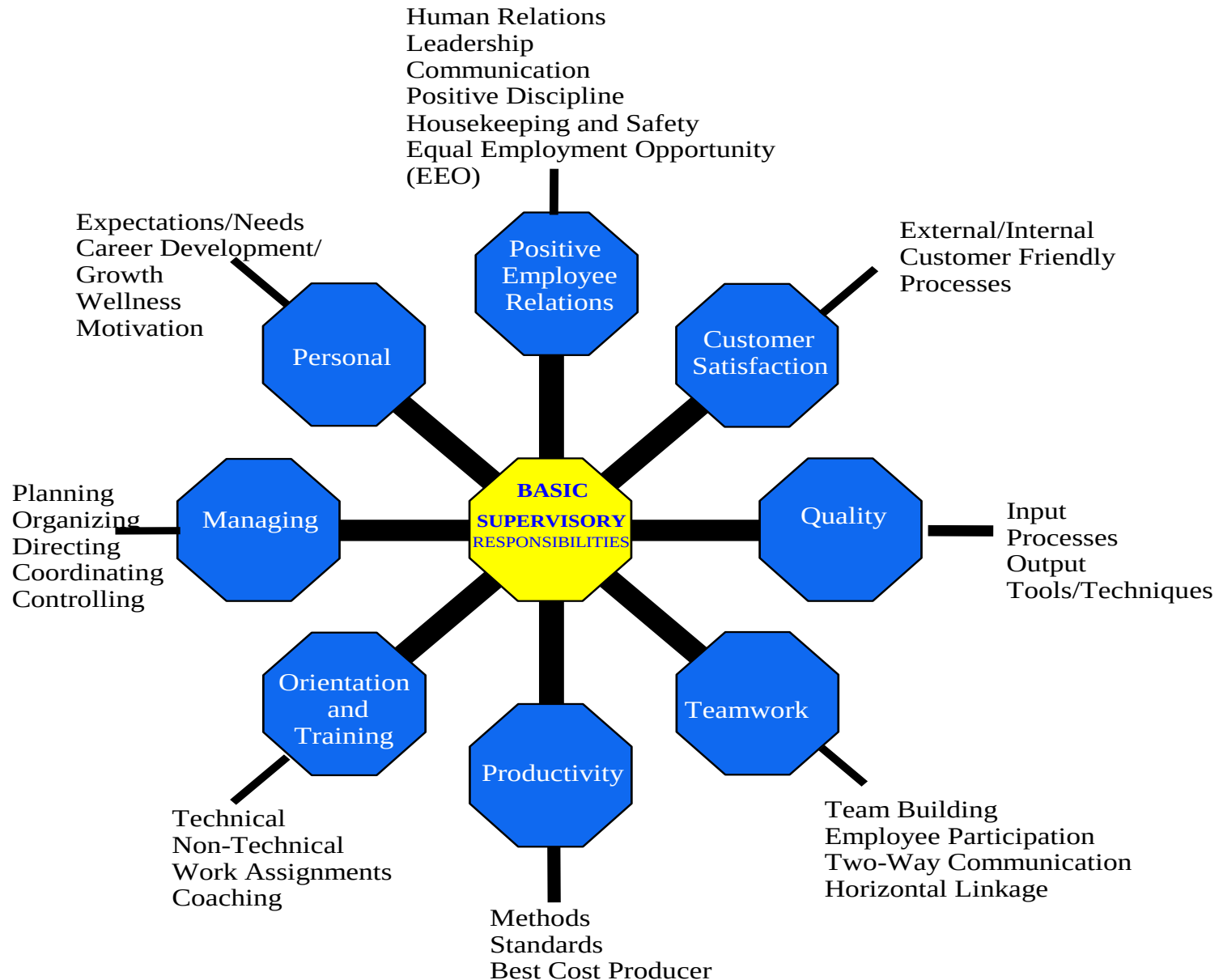
- ❑ Understanding - helps determine manager effectiveness
 - Technical and quantitative skills are important
 - But leadership and communication skills are CRITICAL

- ❑ Organizational benefits of skilled managers
 - Lower turnover of quality employees
 - Higher quality applications for recruitment
 - Better financial performance

What Managers Do

- *They get things done through other people.*
- Management Activities:
 - Make decisions
 - Allocate resources
 - Direct activities of others to attain goals
- Work in an *organization*
 - A consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals.

Basic Manager's Responsibility



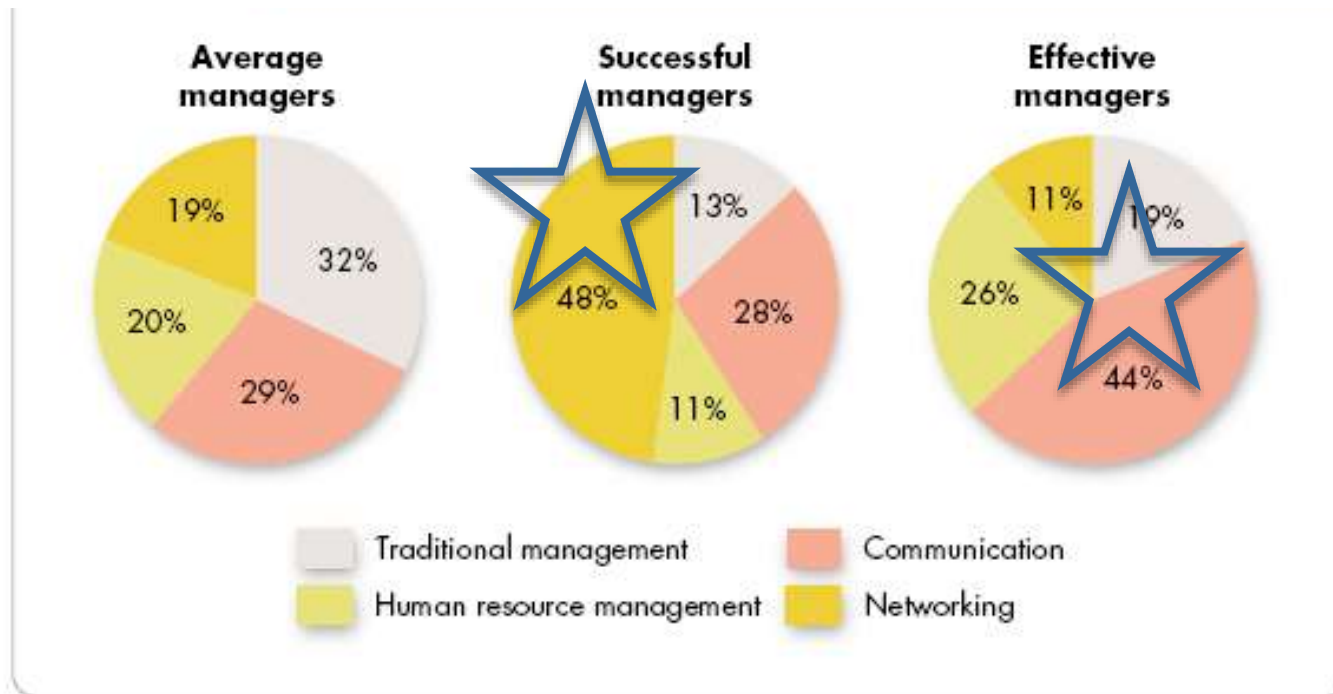
What other key roles should a Manager do other than the mentioned in a fast changing digitalized globalized world ?

- 1
- 2
- 3

P / T WHY ?

Successful vs. Effective Allocation by Time

NETWORKING



Source: Based on F. Luthans, R. M. Hodgetts, and S. A. Rosenkrantz, *Real Managers* (Cambridge, MA: Ballinger, 1988).

Managers who promoted faster (were successful) did different things than did effective managers (those who did their jobs well)

Essential Management Skills

□ Technical Skills

- The ability to apply specialized knowledge or expertise

□ Human Skills

- The ability to work with, understand, and motivate other people, both individually and in groups

□ Conceptual Skills

- The mental ability to analyze and diagnose complex situations



Great Leader VS Good Manager



Leader
Do the right things



Manager
Do things right

Directional & Emotional

- Inspiration
- Empowerment
- Recognition
- Team
- Visions and core value
- Innovation
- Lead by example

Task base & Practical

- Planning
- Analysing
- Budgeting
- Monitoring
- Evaluating
- Organizing

The Leadership Mindset: Start From Me

- Work hard, be proactive
- Desire for success
- Ask yourself if you want to lead by example

**YES, I want to
Change and be
Proactive**

**NO, I don't want to
be Proactive**

The Leadership Mindset Is The Ownership Mindset

Do's

- Think like the boss
- Take responsibility
- Shoulder the accountability

Don'ts

- Blame
- Excuse
- Denial



From Manager To Leader

Leader



Inter- Independence

- (6) Create synergy
- (5) Understand before being understood
- (4) Think Win/Win

Manager



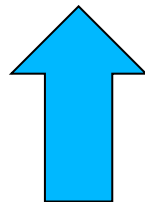
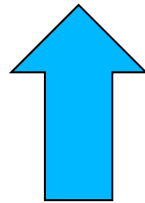
Independence

- (3) First thing first
- (2) Start from the end
- (1) Be proactive

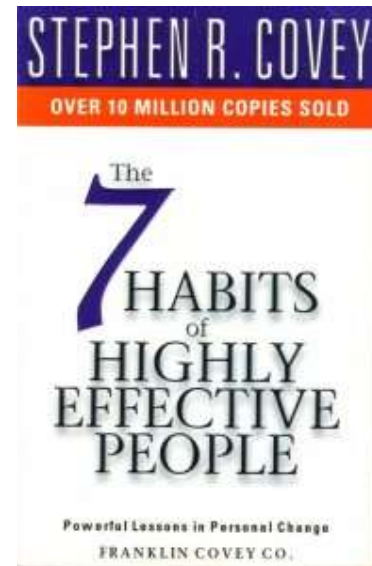
Staff



Dependence



(7) Sharpen the saw



Ethics in Global Management



Ethics, Business Ethics

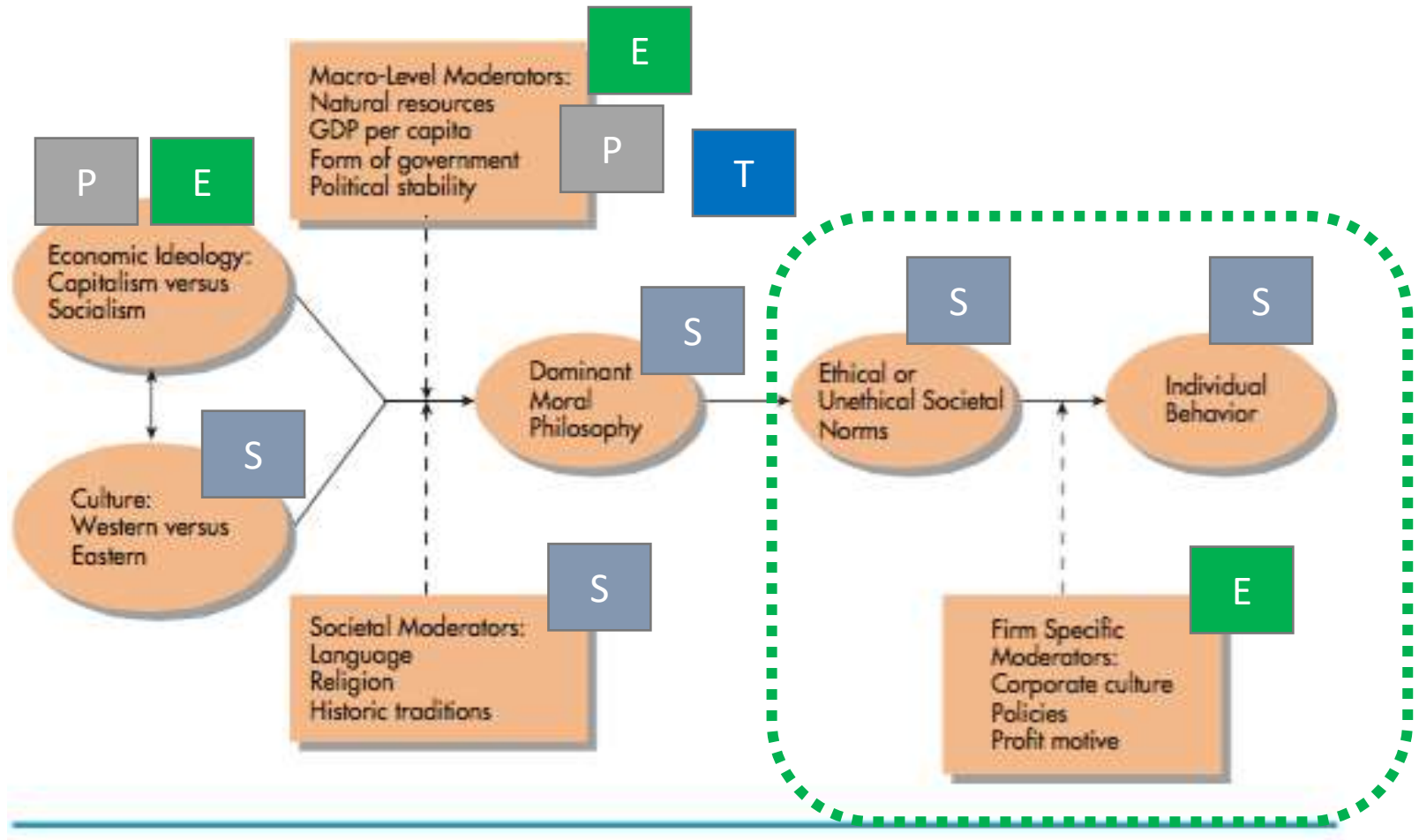
- ❑ Ethics or moral philosophy is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct.
- ❑ Business ethics (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

Role of Global Manager – Hyperawareness - Key External Environmental Factors - Global

- Global environment
 - Political, Legal, Environmental
 - Economic
 - Social, Cultural
 - Technology



A Moral Philosophy of Cross-Cultural Societal Ethics



Ethical Vs Legal (Discussion)

Ethical Level Vs Legal – which is higher ?

Pros and Cons – Business and/or Individual ?

What could have happen if we make the Ethical level
> Legal level ?

Ethical Judgement

- ❑ Why have ethical theories? Why not use the Law?
 - In simplest, to deal with right and wrong
 - Not necessarily what is legal
 - Takes academic view in philosophical level
- ❑ Can you think of any example such that an illegal action is ethical or an unethical action is legal?
- ❑ As a profession:
 - Technical question – Can a certain thing be done?
 - Ethical question – Should it be done?
 - If you believe there have unethical aspects in a project, you should or shouldn't work on it?

Challenges to Global Manager – Ethics

The International Framework of Ethics

- Mission and Value of the MNEs
 - What right / wrong in biz practices across borders, cultural variance on ethical conducts
- MNE - Ethical Nature of Biz practices :
 - Focus - practices outside of country of origin
 - Employment related practices
 - Overseas operation – exploitation – labor, resources
 - CSR – local and overseas...
 - Media – News-worthy - attractiveness (Image)

Business Ethics - Employee Law, Industrial relations, ethics

- All MNE must **operate legally** wherever they operate anywhere in the **globe**
- All MNE must operate legally in their Parent Country (HQ)
- All MNE must operate **comply** to the locations where they **listed** (NYSE, HKEX, LSX)

Complexity – diversities, variations

Compliance – Impact to global commerce

Question – Global Corporate Safety Standard for all. This week – 1 new regulation in China – required higher standard than Global Corporate Safety Standard ? What would you do ?

* Upgrade that particular (higher) standard into Global Corp standard – all local operations “higher” ?

Challenges to Global Manager– **Commercial Diplomacy** Key to MNEs – Probably Most Important

- **Trade Compliance** Negotiations (Tariff, Political interests, ..)
- **Impact of Policy** (macro-economic impact, public opinion)
- Government Regulations (bank, accounting, telecom..)
- Legislation (Anti-trust, competition, SOX.. EU..)
- Standards (EHS, labeling, data-privacy, GDPR..)
- Industrial Subsidies (R&D, export, agricultural..)
- Corporate Conducts (Human rights, bribery, CSR, governance)
- MNE Parent Vs Host Political Dispute (Japan – Diao Yue Tai, Anti-dumping, RMB currency, QEII...)

Trade Compliance - Almost Every Aspect of Conducting Global Business

Global Manager - Key EU, US, National directives Affecting MNEs



- EU – Directive
 - Social and labor related
 - Anti-trust regulation (Different than USA), Data Privacy (within EU)
- USA
 - SOX – Sarbanes Oxley – Finance / Governance / Integrity / Criminal Act
 - FCPA – Foreign Corruption Practice Act (Corruption)
 - ADA – Americans with Disability Act (Labor...)
 - ADEA – Age Discrimination in Employment Act (Recruit.. Labor)
 - FFIEC : Federal Financial Institutions Examination Council (Global bank..)
 - CCPA (Consumer Credit Protection Act) – Liability of MNE
 - Anti-Trust (US – China)
 - Patriot Act (Terrorism) – Immigration Visa...
 - Privacy Act (Data Privacy / Protection).....
- Global – Bi-lateral Tax Treaty (Biz, Employment...) – Double Tax..

BRITISH ACT !

Challenges to Global Manager – Key Topics :

Ethics – Biz Conduct & Governance
Corp Environmental Social Responsibility



Key - International Ethics Issues

Drive – MNE's Corporate Governance

- Corruption / Bribery
- Gifts or favor
- Tax evasion
- Child Labor
- Hire and Fire
- Fraud, Abuse
- Biz alliance
- Employee relations



**Ethical Perception
variation**

Culture

Ethical Relativism

(Individual Vs Societal)

Time/Place/Culture

Vs

Ethical Absolutism

Ethical Judgement

- ❑ Provide framework to
 - Get at underlying rationale
 - Classify and understand arguments
 - Defend conclusions about right and wrong
- ❑ Try to be normative, or prescriptive
- ❑ Different approaches:
 - Utilitarianism 功利(众利) 主义
 - Relativism 相对主义
 - Deontological 道义 (真理) 论
 - Teleological 目的论

Discussion (Corruption)

What do you think – how different culture – “adaptation” of corruption level - difference ?

Is Corruption acceptable ?
Under what situation it is acceptable ? Why ?

- | | |
|-----------------|-----------|
| –Utilitarianism | 功利(众利) 主义 |
| –Relativism | 相对主义 |
| –Deontological | 道义 (真理) 论 |
| –Teleological | 目的论 |

Business Environments that affect Corporate Governance in Asia

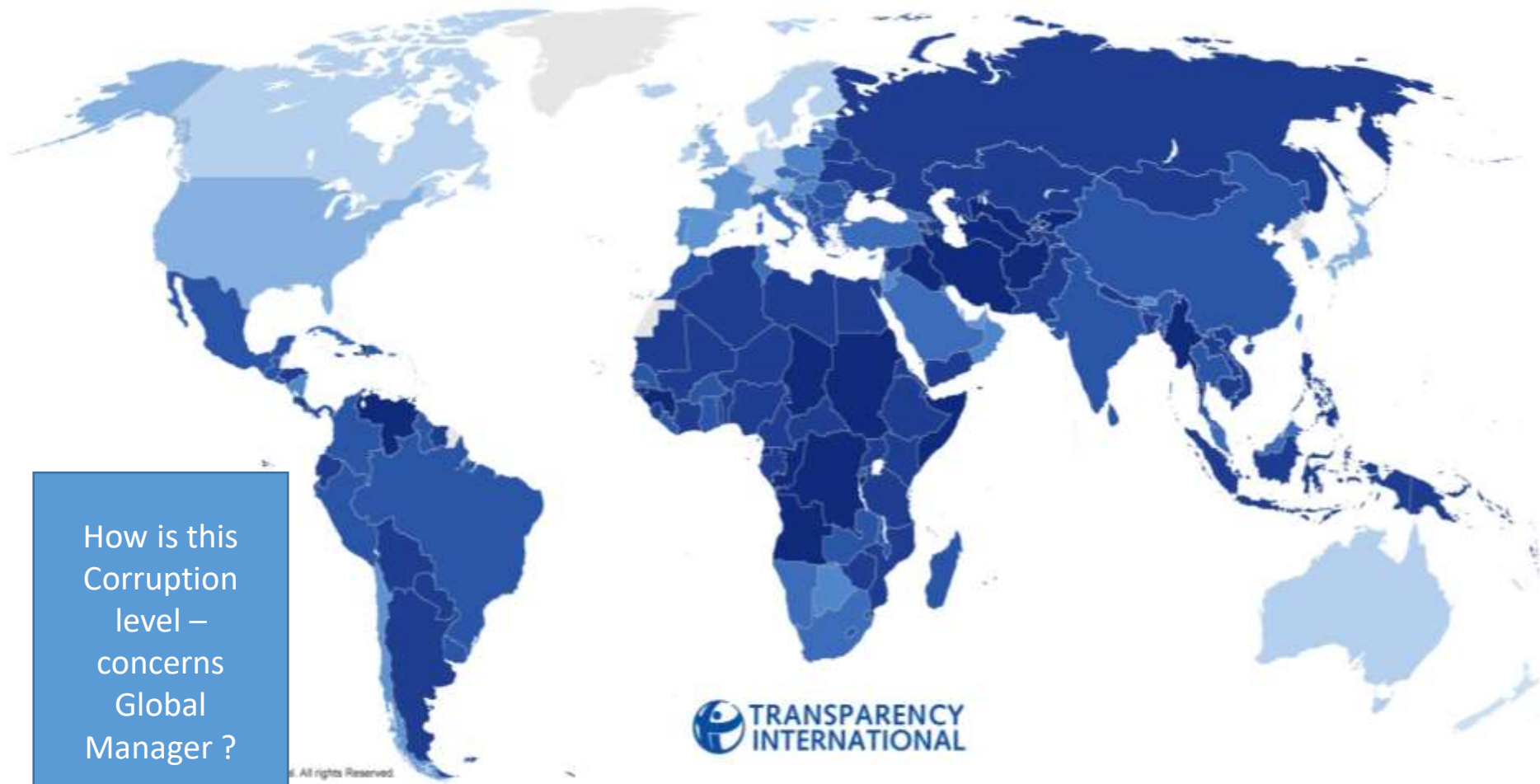
Cross-Cultural Societal Ethics

Unethical – more socially acceptable

- Corruption
- Crony Capitalism
- Family-owned or Family controlled companies
- Government intervention – market activities
- Enforcement / Interpretation of regulations
- Culture - Confucianism, Collectivism
- Low system trust society, high personal trust
- Business and Politics – mixed
- Rent Seeking Mentality – Social acceptable

Corruption level – Worldwide (2021)

The Darker Color – More Corrupted

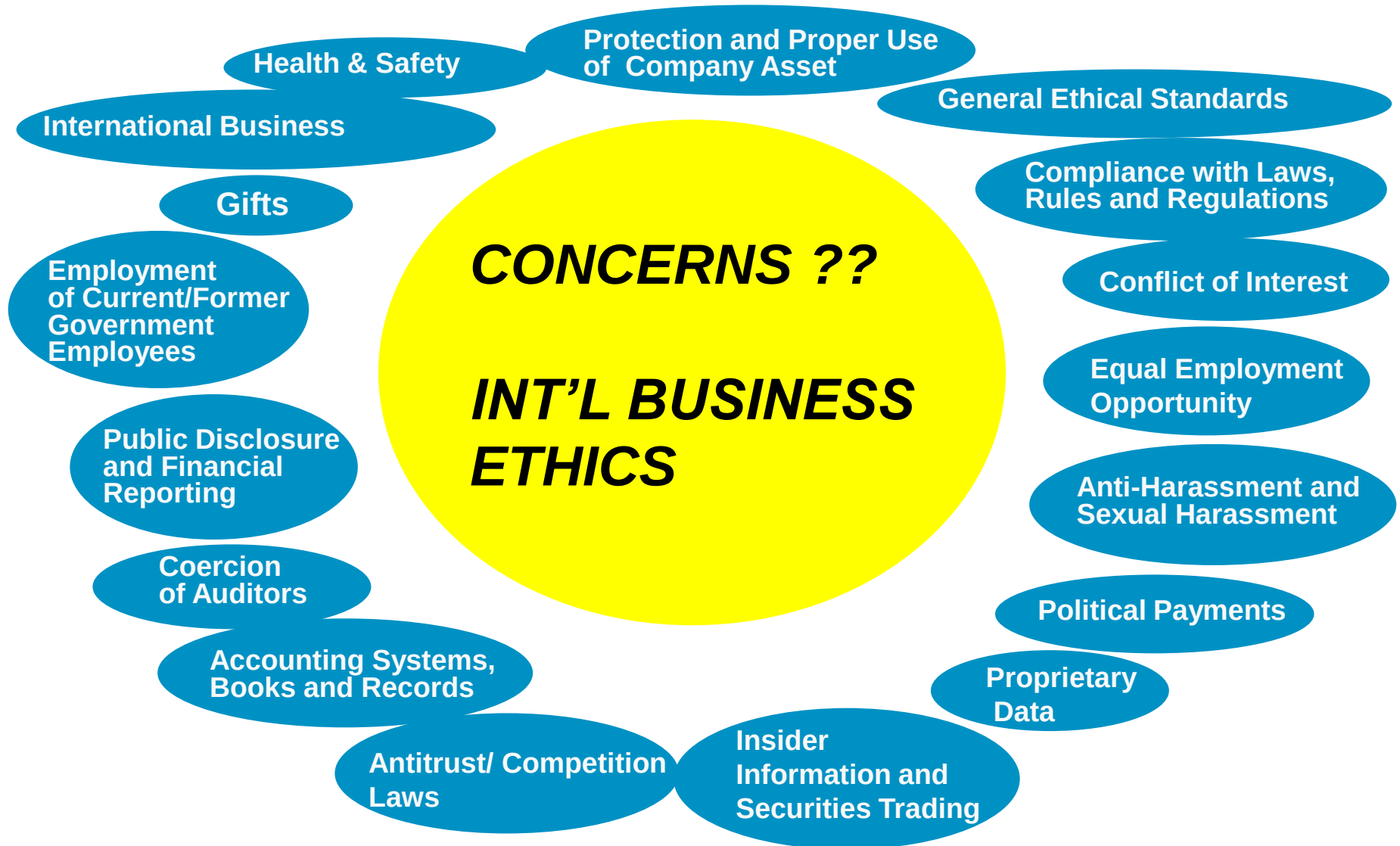


Int'l Business Ethics (Discussion)



***What are areas of
CONCERNS
Relating to
INT'L BUSINESS
ETHICS***

Int'l Business Ethics (Discussion)



Corporate Governance

- ALL responsible – Interests / Beneficiaries

- All stakeholders
- Reduce : Human – Biz – Conflict of Interest
- Corporate Stakeholders :
 - Owner (Family-owned majority ?) Who's interest
 - Board of Directors
 - Senior Management
 - Managers, and Employees
 - Shareholders / Investors (big and small ?)
 - Customer
 - Government
 - Community

} **Agency's
interests**

A Moral Philosophy of
Cross-Cultural Societal
Ethics

OTHERS AS INDIVIDUALS



Developing Leadership / Managerial Skills – complex world

Challenges – Motivating Performance

Motivation

“I don’t motivate my players. You cannot motivate someone, all you can do is provide a motivating environment and the players will motivate themselves.”

– Phil Jackson (after winning his 7th NBA title as a coach)

“Spending time and energy trying to ‘motivate’ people is a waste of effort. The real question is not, ‘How do we motivate our people?’ If you have the right people, they will be self-motivated. The key is to not de-motivate them.”

– Jim Collins, **Good to Great**

Diagnosing Poor Performance

- How difficult are the tasks?
- How capable is the individual?
- How hard is individual trying to succeed at the job?
- How much improvement is individual making?

Defining Motivation (THE DRIVES)

The result of the interaction between the individual and the situation.

➤ **The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal – specifically, an organizational goal.**

➤ **Three key elements:**

- **Intensity** – how hard a person tries
- **Direction** – effort that is channeled toward, and consistent with, organizational goals
- **Persistence** – how long a person can maintain effort



Motivation is Unbelievably Interesting !!

The HIGHER the REWARD, the more MOTIVATED for HIGHER Performance : YES/NO ?

<http://www.youtube.com/watch?v=u6XAPnuFjJc>

RSA – Drive – The Surprising Truth about what motivate us

**Note
KEY INSIGHTS**



Motivation (Contemporary – at work place)

➤ **Autonomy**

➤ **Mastery**

➤ **Purpose**

Theories of Motivation

These theories may not be valid and able to explain all motivation related issues, but they do form the basis for contemporary theories and are still used by practicing managers.

- **Maslow's Hierarchy of Needs Theory**
- **McGregor's Theory X and Theory Y**
- **Herzberg's Two-Factor Theory**
- **McClelland's Theory of Needs**



**CONCEPTUALLY IMPORTANCE
HARD to APPLY**

Maslow's Hierarchy of Needs

There is a hierarchy of five needs. As each need is substantially satisfied, the next need becomes dominant.

Assumptions

**Higher Order
Internal**

Self-Actualization

Esteem

Social

**Lower Order
External**

Safety

Physiological

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied
- Must move in hierarchical order

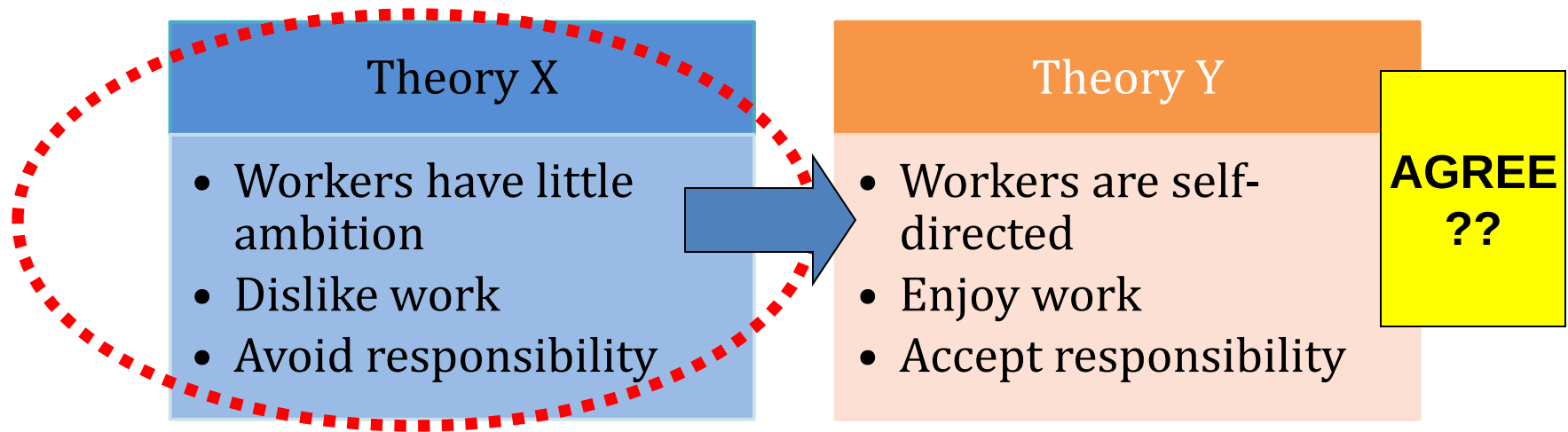
Can we use Maslow to explain our needs today ?

Under-performance – not fully satisfy the lower needs before moving up ? And too many changes in real life, needs are not by layers !

McGregor's Theory X and Theory Y

➤ **Two distinct views of human beings: Theory X (basically negative) and Theory Y (positive).**

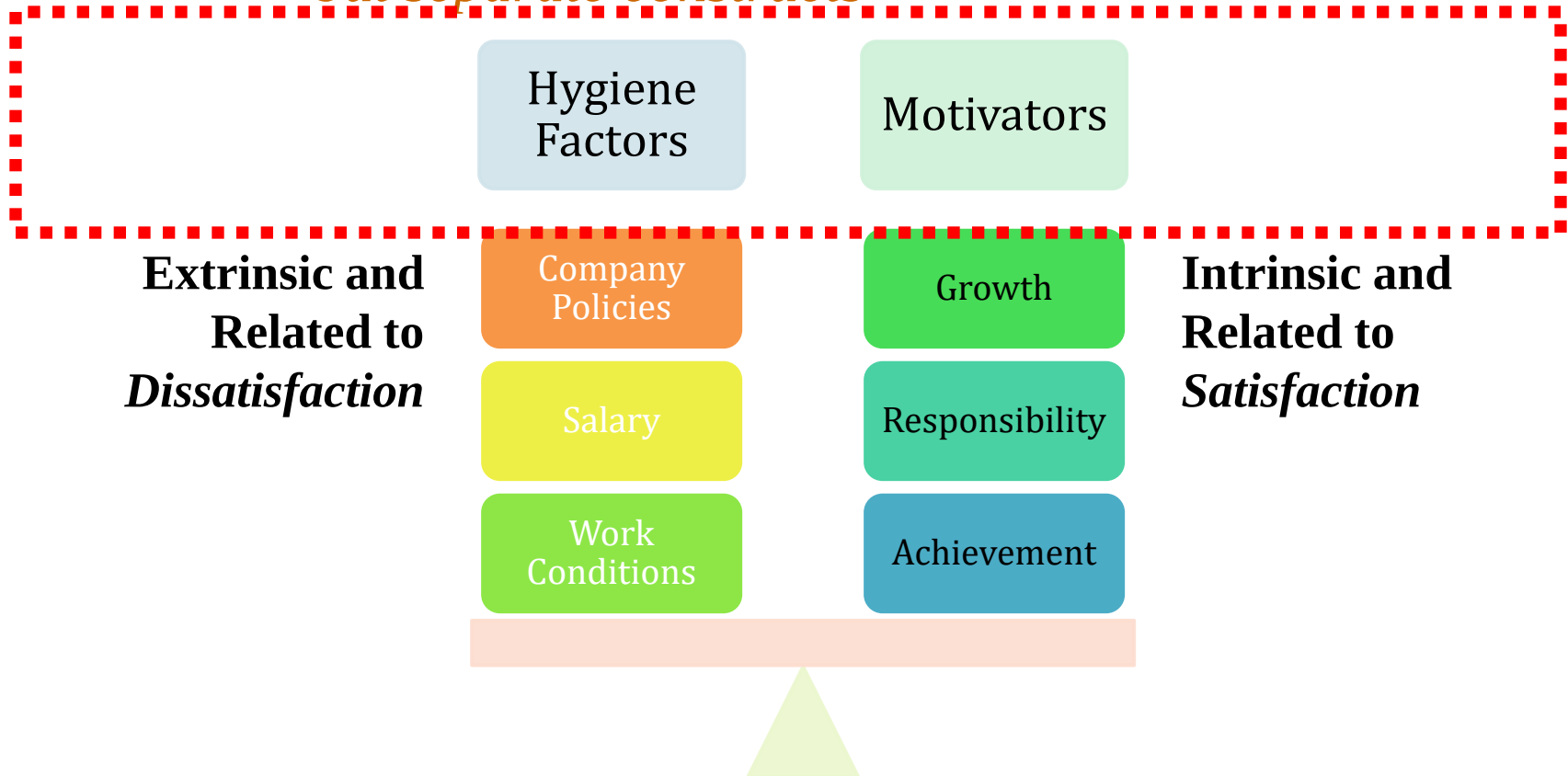
- Managers used a set of assumptions based on their view
- The assumptions molded their behavior toward employees



- **Theory X – tends to be under-performers - Motivation is maximized by participative decision making, interesting jobs, and good group relations.**
- **Y – higher performers – space, trust, autonomy, bigger responsibility**

Herzberg's Two-Factor Theory

Key Point: Satisfaction and dissatisfaction are not opposites but separate constructs



Herzberg's Motivation-Hygiene Theory

Identify – Motivator and Hygiene factors ??

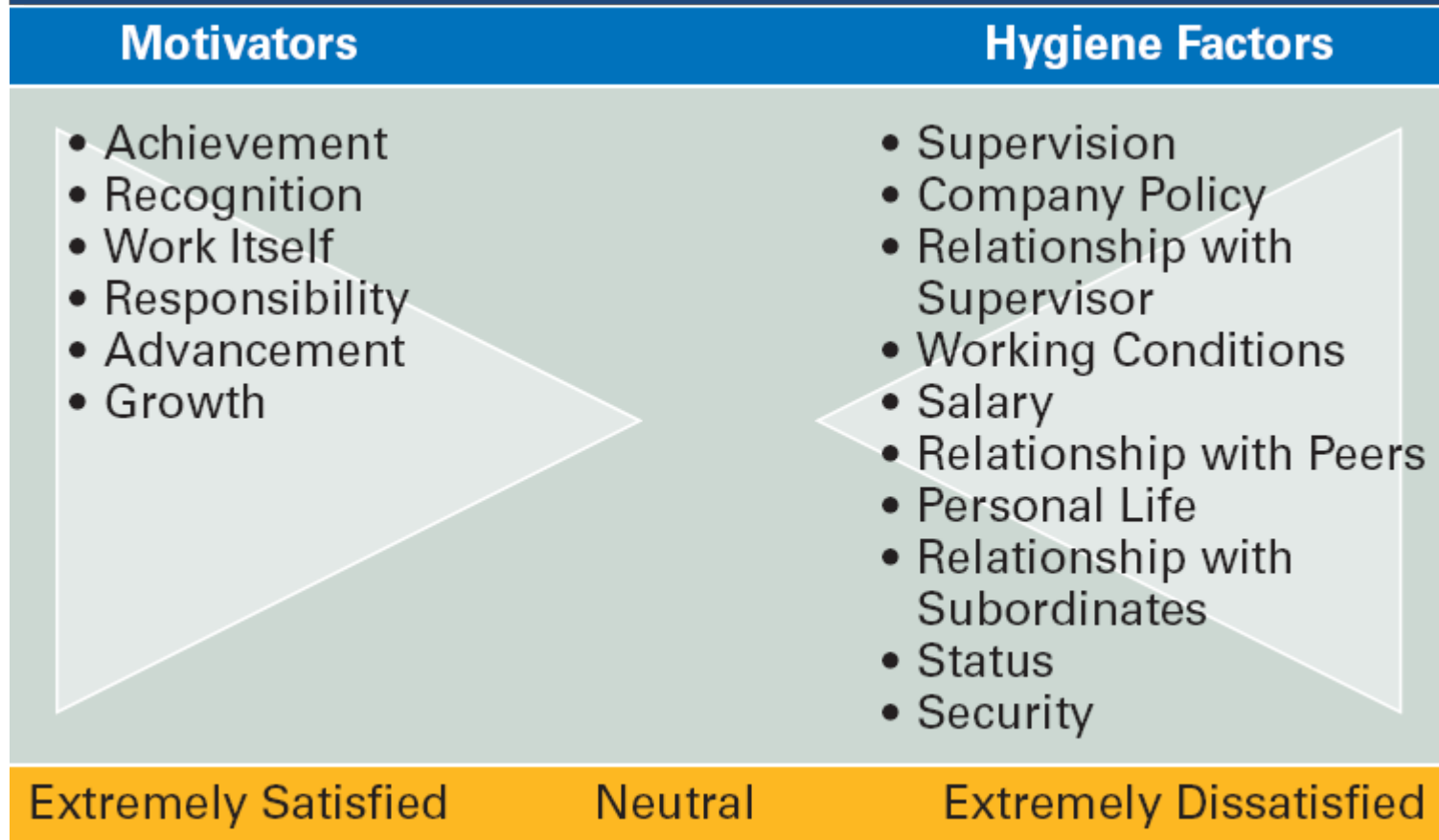
- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

- Supervision
- Company Policy
- Relationship with Supervisor
- Working Conditions
- Salary
- Relationship with Peers
- Personal Life
- Relationship with Subordinates
- Status
- Security

Motivators: intrinsic (psychological) factors that create job satisfaction.

Hygiene factors: extrinsic (environmental) factors that create job dissatisfaction.

Herzberg's Motivation-Hygiene Theory



a. Under-performer – invested less in Hygiene – limited motivation incremental.. and focus more on motivators

b. High-performer – invested in motivators / create job satisfaction.

McClelland's Three Needs Theory

➤ **Need for Achievement (nAch)**

- The drive to excel, to achieve in relation to a set of standards, to strive to succeed

➤ **Need for Power (nPow)**

- The need to make others behave in a way that they would not have behaved otherwise

➤ **Need for Affiliation (nAff)**

- The desire for friendly and close interpersonal relationships

➤ **People have varying levels of each of the three needs.**

- Hard to measure

Is HIGH in nAch (Need for Achievement) – GOOD manager ?

Motivating – under or high performer (same)

- Identify their needs (3) proportions – fill the needs accordingly

Contemporary Theories of Motivation



- **Self-Determination Theory – self-motivating**
- **Self-Efficacy Theory – tough goal motivating**
 - known as Social Cognitive Theory or Social Learning Theory

- **Goal-Setting Theory**
- **Reinforcement Theory**
- **Equity Theory**
- **Expectancy Theory**

**GOAL SETTING
IS
the BASE of ALL
and
Apply & Practice
extensively in
REAL World**

Locke's Goal-Setting Theory



➤ Basic Premise:

- That *specific* and *difficult* goals, with *self-generated feedback*, lead to higher performance

➤ Difficult Goals:

- Focus and direct attention
- Energize the person to work harder
- Difficulty increases persistence
- Force people to be more effective and efficient



➤ Relationship between goals and performance depends on:

- Goal commitment (the more public the better!)
- Task characteristics (simple, well-learned)
- Culture (best match is in North America)

Goal – drives performance. “BAIT” works

Reinforcement Theory

- **Similar to Goal-Setting Theory, but focused on a behavioral approach rather than a cognitive one**



- Behavior is environmentally caused
- Thought (internal cognitive event) is not important
 - Feelings, attitudes, and expectations are ignored
- Behavior is controlled by its consequences – reinforcers
- Not a motivational theory – a mean of analysis of behavior
- Reinforcement strongly influences behavior but is not likely to be the sole cause



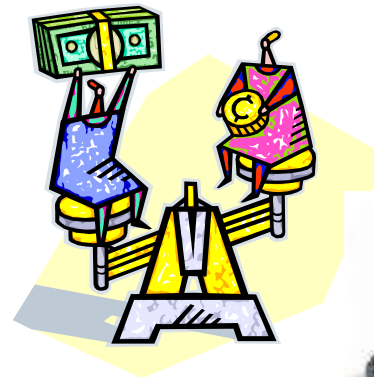
**Meaning thru FEEDBACK & Praising
– to boost positive feeling**

Adams' Equity Theory



- **Employees compare their ratios of outcomes-to-inputs of relevant others.**
 - When ratios are equal: state of equity exists – there is no tension as the situation is considered fair
 - When ratios are unequal: tension exists due to unfairness
 - Underrewarded states cause anger; Overrewarded states cause guilt
 - Tension motivates people to act to bring their situation into equity
- **Fairness – very subjective to internal / external experiences**

**OUTCOME JUSTIFIES
MY INPUTS
(ROI) - Equilibrium**

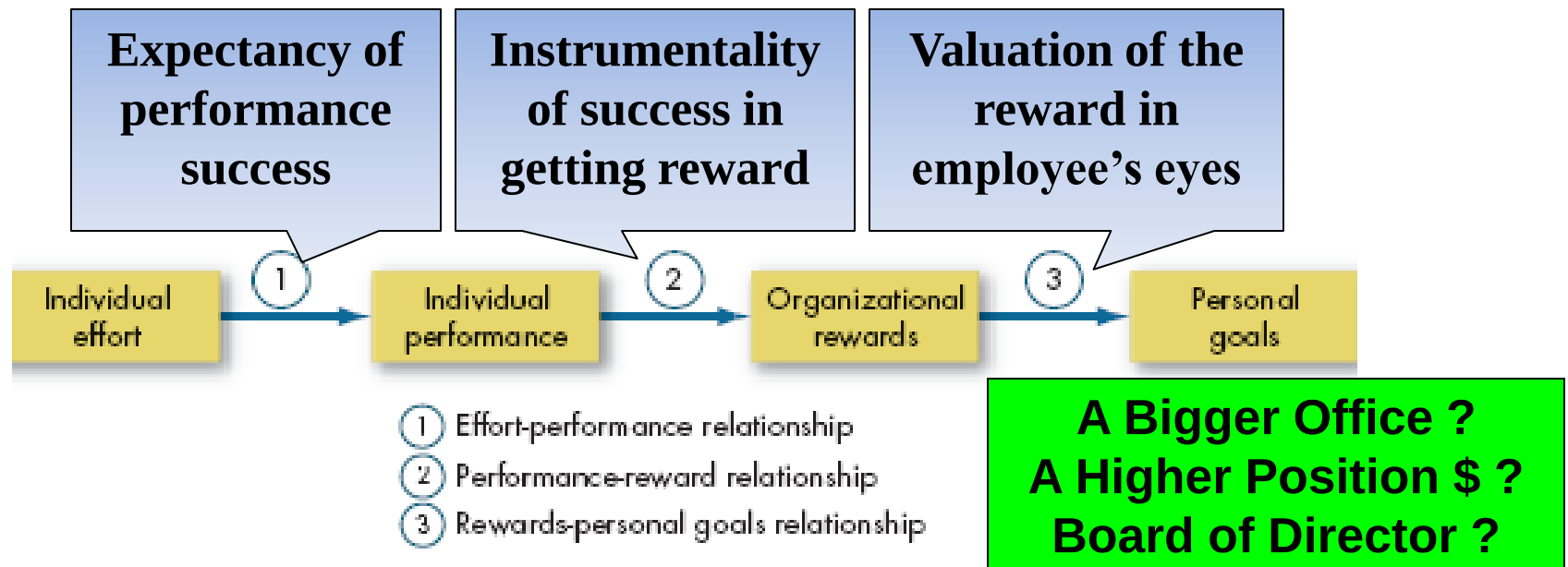


**FAULT
STEAL**



Expectancy Theory - Vroom

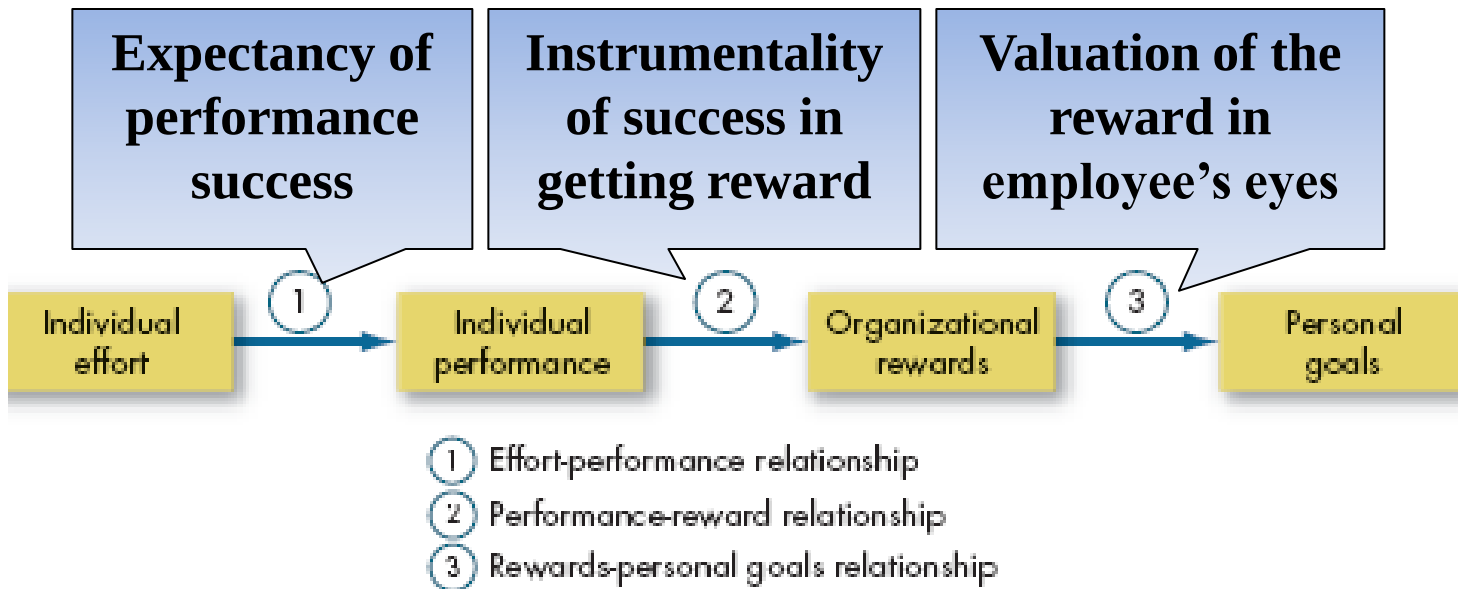
The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual.



**Strength of expected outcome :
chance of success + attractiveness of the outcome**

Expectancy Theory - Vroom

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual.



Under-performer – Individual effort to success – individual reward
High-performer – Organizational rewards – personal goal

Job Fit Model - Designing Motivating Jobs

➤ **Job Design**

- The way into which tasks can be combined to form complete jobs.
- Factors influencing job design:
 - Changing organizational environment/structure
 - The organization's technology
 - Employees' skill, abilities, and preferences
- Job enlargement
 - Increasing the job's scope (number and frequency of tasks)
- Job enrichment
 - Increasing responsibility and autonomy (depth) in a job.



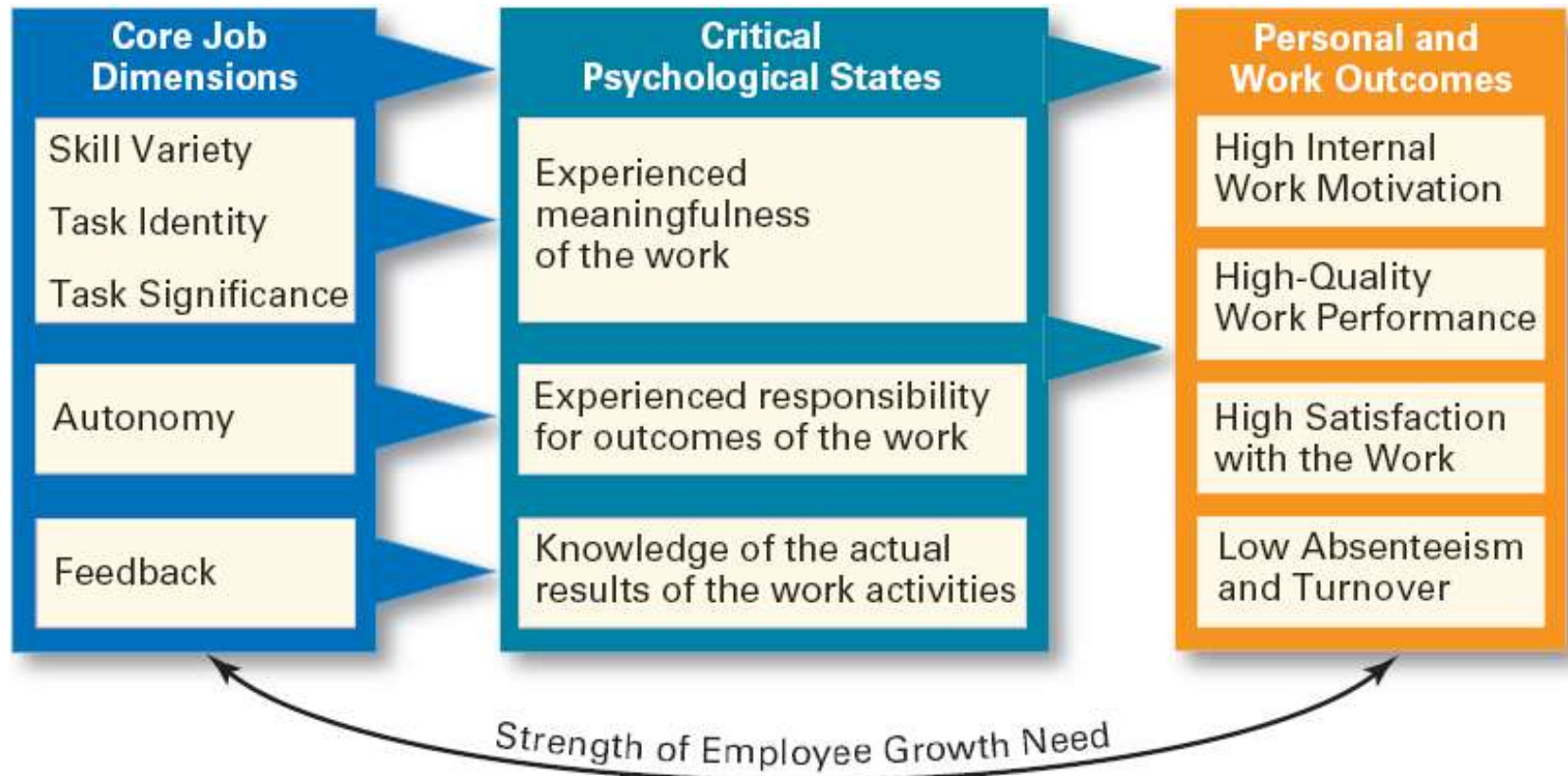
WIN

➤ **Job Characteristics Model (JCM)**

- A conceptual framework for designing motivating jobs that create meaningful work experiences that satisfy employees' growth needs.

Motivate by design meaningful work experience

Exhibit 15–6 Job Characteristics Model



Works – But demand good MANAGERS to DRIVE Work Well – for Talent / Future Leader Development

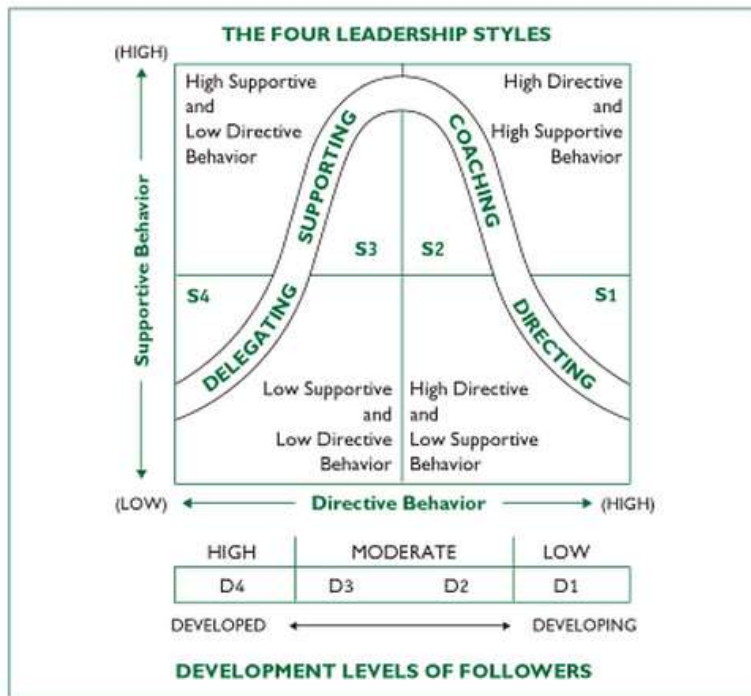
Discussion – in Groups

Motivation – what works best ?

1. Under-performer
 2. Average performer
 3. High performer
- Justification
 - Recommendation – Cost & Effective

Situational Leadership - 4 Leadership Styles: S1 – S4

Figure 5.1 Situational Leadership II



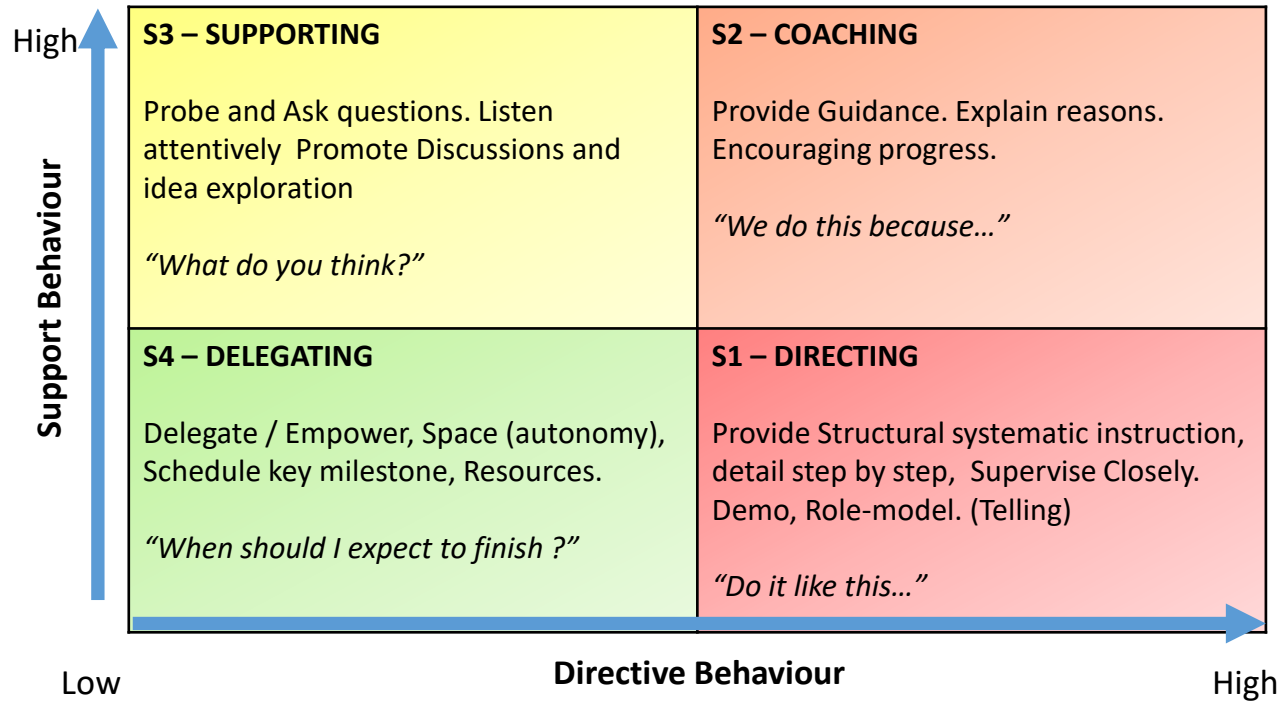
SOURCE: From *Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership*, by K. Blanchard, P. Zigarmi, and D. Zigarmi, 1985, New York: William Morrow. Used with permission.

- All leaders should have ability to demonstrate all 4 styles
 - S1 – Directing
 - S2 – Coaching
 - S3 – Supporting
 - S4 - Delegating

What is your preferred / natural style ?

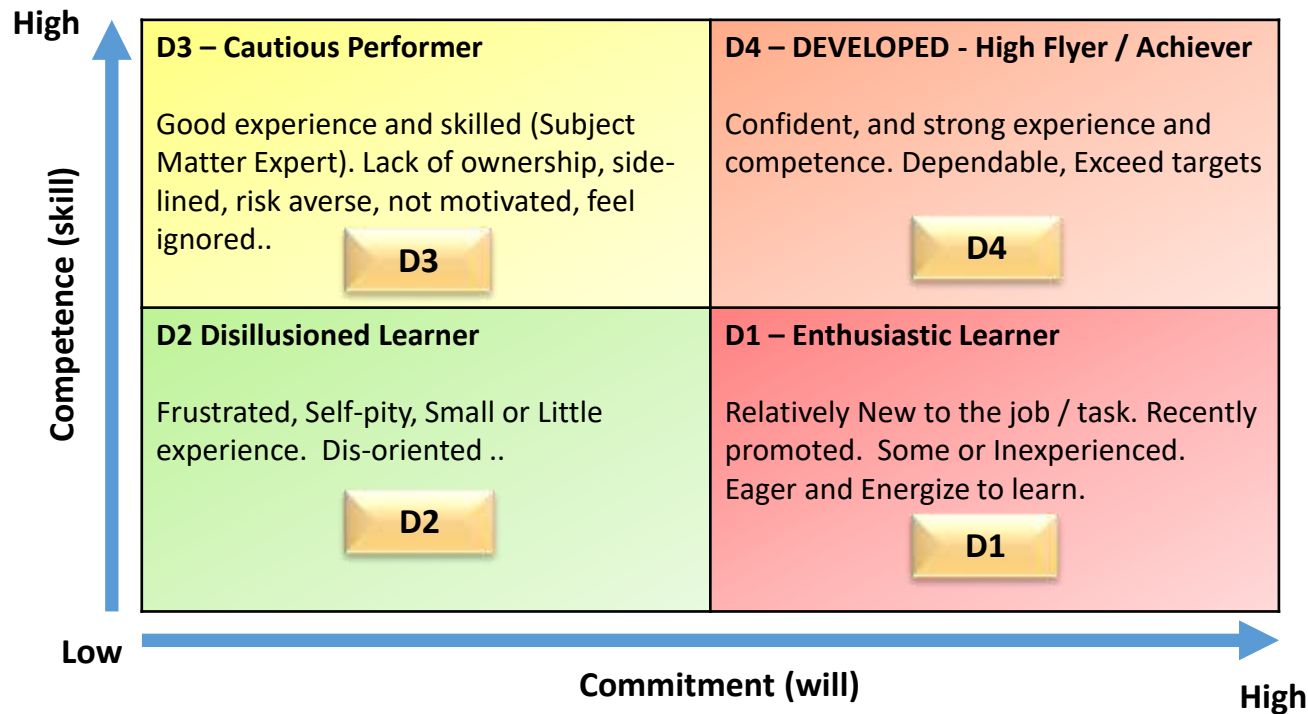
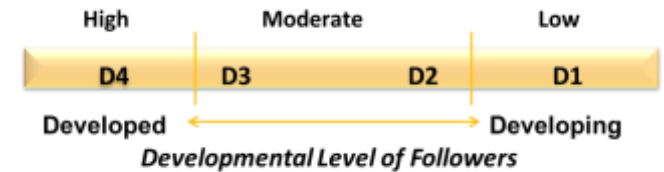
POLL

Leadership styles (Ken Blanchard)



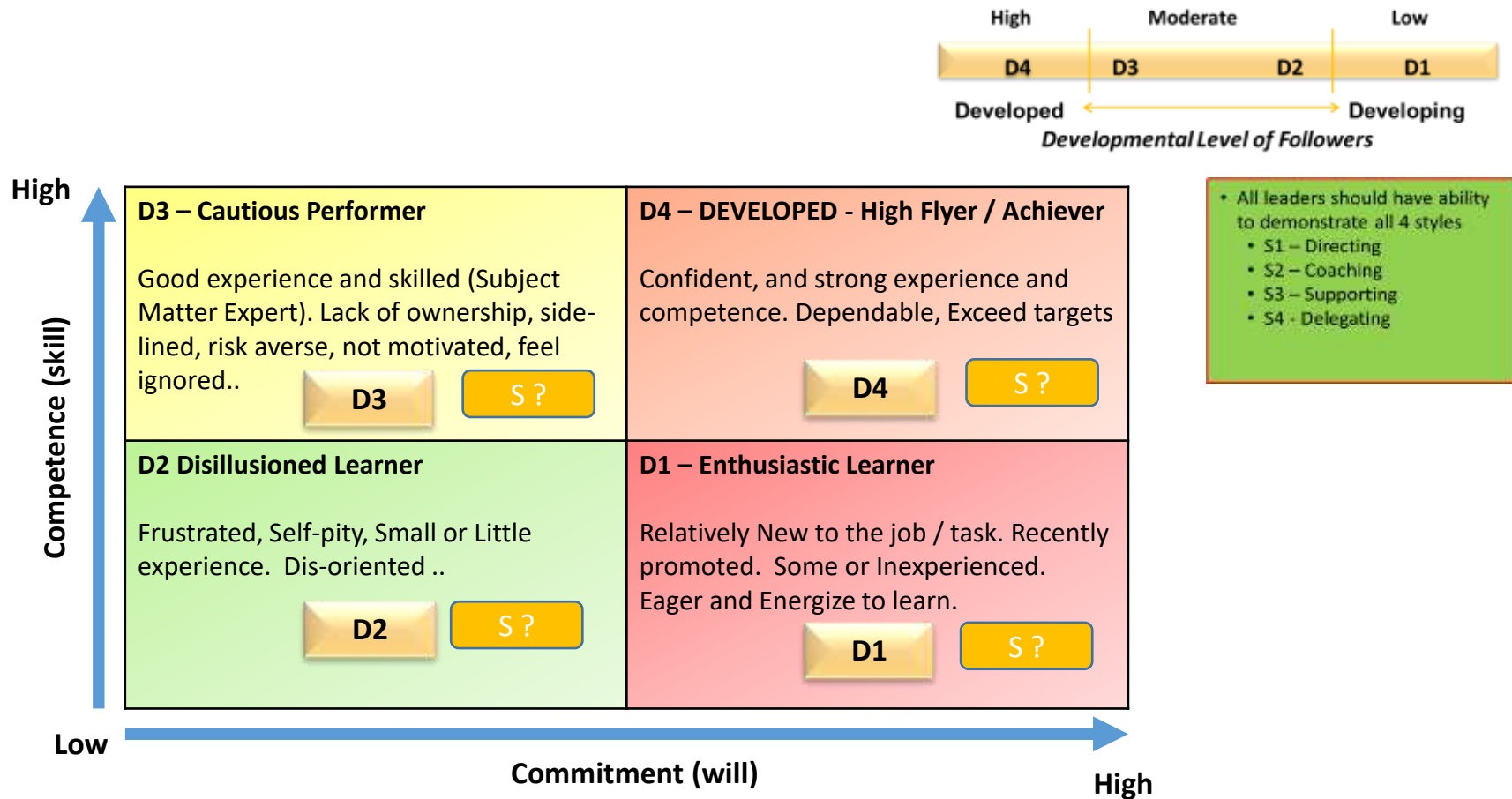
Source - Ken Blanchard

Development levels for task



*Adapted from Hersey & Blanchard

Application – Style + Development Level



*Adapted from Hersey & Blanchard

Case 1: Peggy

EXERCISE

- ❑ Joined the company 3 years ago after spending 6 years with an international company that trains and develops their people
- ❑ Told management that she likes to take on challenges and can work under stress
- ❑ Loves managing projects and takes on more responsibility.
- ❑ Is ambitious and very outgoing.
- ❑ Works efficiently and receives great comments from internal clients.

Development stage : D ?, leadership Style ?

Case 2: Amy

EXERCISE

- ❑ Past ratings were 3s (5 is the best) with a few 4s right before each promotion
- ❑ Hired as an Assistant Marketing Manager. After 3 years she was promoted to Manager
- ❑ 5 years on she was promoted to Senior Manager. She has been in this role for 1 year
- ❑ Happy with the current role, no desire to take on more responsibilities.
- ❑ Wants to return home and take care of her children
- ❑ Reluctant to change and always believe the old ways of doing things works well

Development stage : D ?, leadership Style ?

Case 3: Andy

EXERCISE

- ❑ Joined the company as Technical Analyst 3 years ago and still in the same position
- ❑ Enjoys working here.
- ❑ Takes the initiative to help others
- ❑ Receives complaints on his slow response time and quality of his work
- ❑ Poor writing / responding to email
- ❑ Hard working but not in efficient and effective manner

Development stage : D ?, leadership Style ?

Case 4: Peter

EXERCISE

- ❑ Has a total of 5 years working experience
- ❑ Joined this company 1 years ago.
- ❑ Work ratings was 2s and 3s (5 being the best)
- ❑ Dislike challenges or tasks
- ❑ Feedbacks from managers indicate he is not proactive and makes numerous mistakes.
- ❑ Takes sick leave too often

Development stage : D ?, leadership Style ?

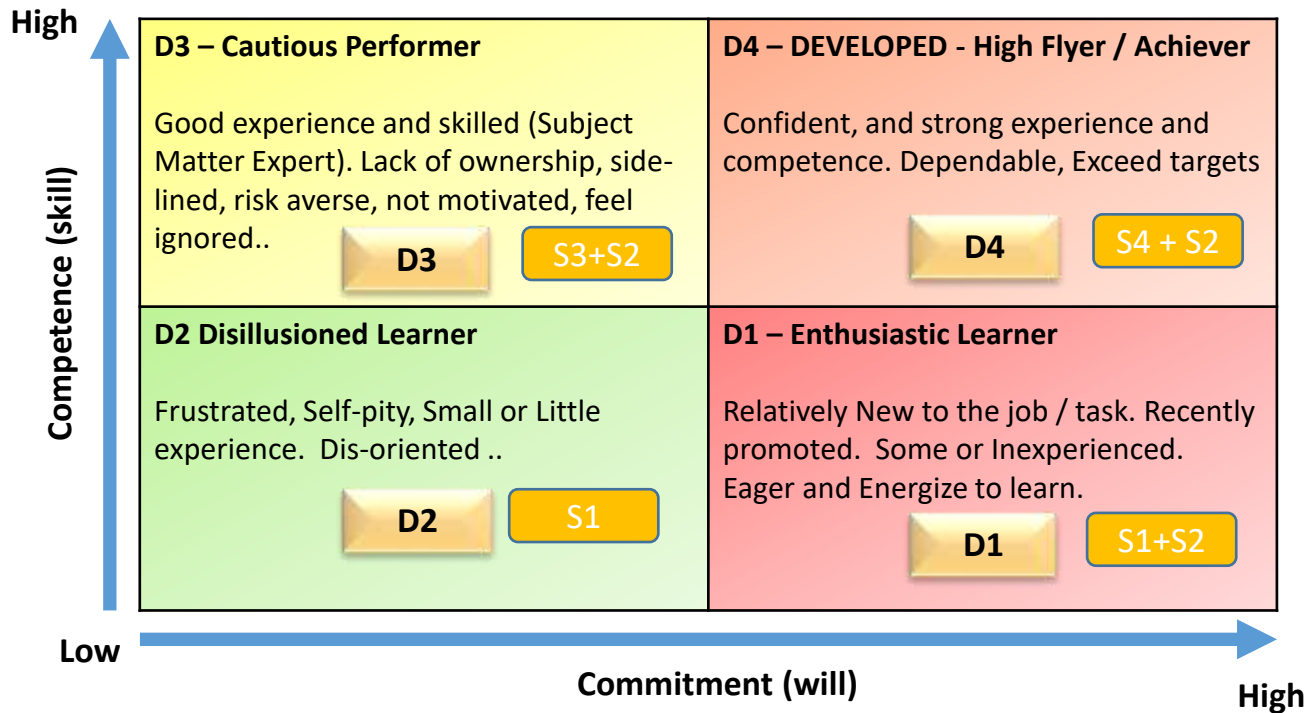
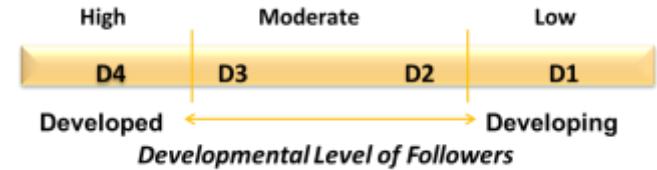
Application – Style + Development Level

Peggy

Amy

Andy

Peter



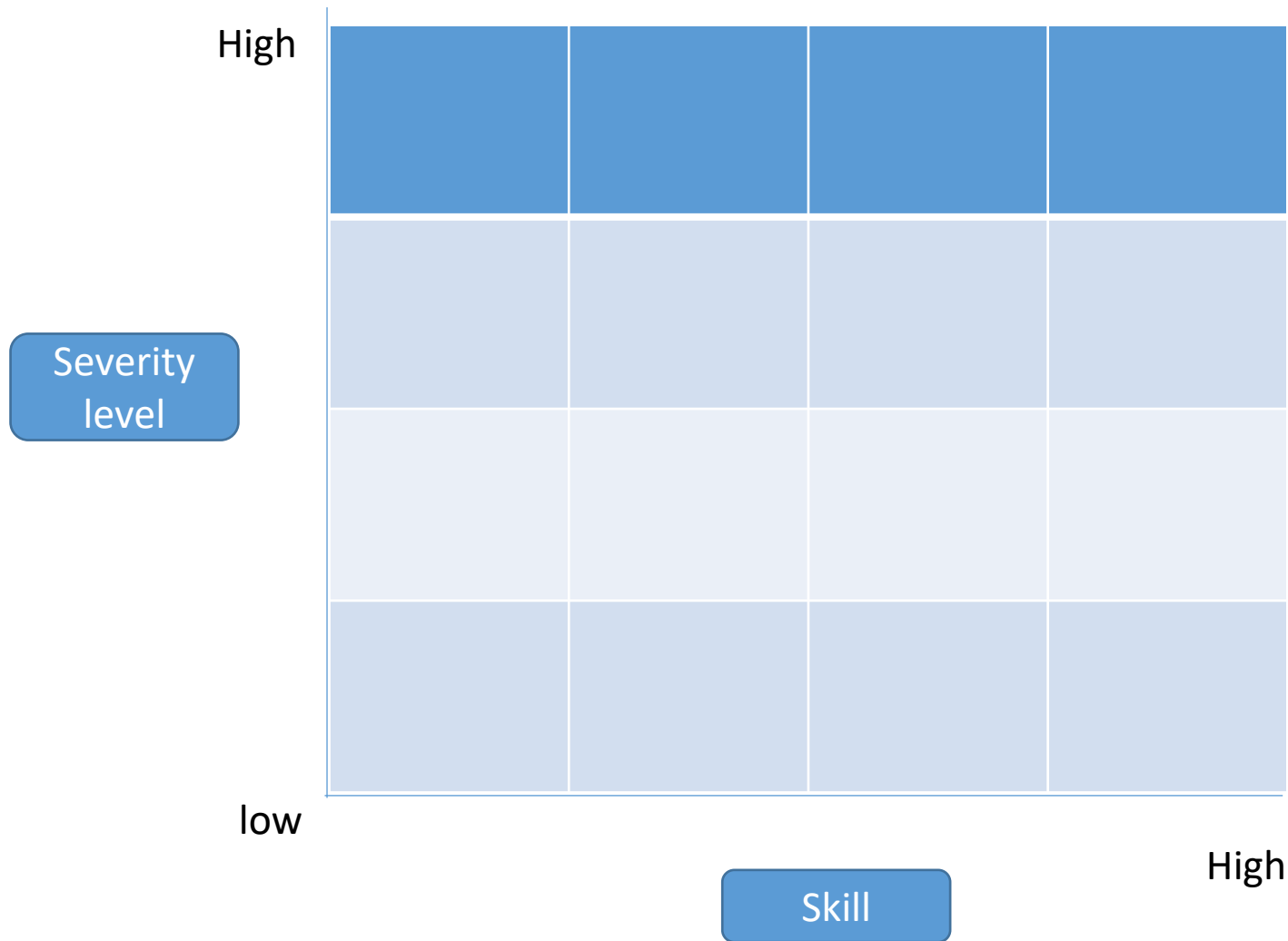
- All leaders should have ability to demonstrate all 4 styles
- S1 – Directing
- S2 – Coaching
- S3 – Supporting
- S4 – Delegating

*Adapted from Hersey & Blanchard

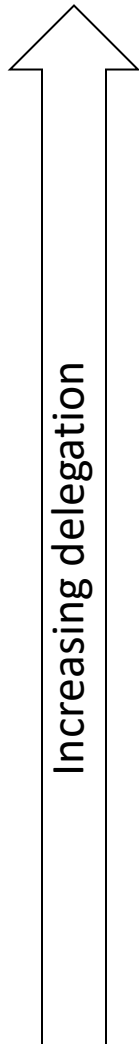
Discussion - Delegation

- ▣ Best Practice – Delegation - key considerations

Risk of Delegation



Degree of Delegation



- ❑ Take action- no further contact with me is needed
- ❑ Take action- let me know what you did.
- ❑ Look into this problem- let me know what you intend to do; do it unless I say not to
- ❑ Development

[You (the employee) make the decision]

[I (the supervisor) make the decision]

- ❑ Look into this problem- let me know what you intend to do; delay action until I give approval
- ❑ Look into this problem- let me know alternative actions available with pros and cons and recommend one for my approval
- ❑ Look into this problem- give me all the facts; I will decide what to do

Establishing the Coaching Goals



AS^{SMART} - Setting Coaching Goals

Aligned

Specific

Measurable

Achievable

Relevant

Timely

Example:

Align to company target and Increase year on year life insurance total premium in Germany by 20% in 2025



Understanding Coaching



Why should we care about coaching? BENEFIT ?

ANNOTATE



Managers who are best at developing their people achieve **25% uplift in employee performance**



Internal coaching has a significant impact on **retention, engagement, productivity and performance**



Organizations whose senior leaders “very frequently” make an effort to coach others have **21% higher business results**

Why should I care about coaching my team?

ANNOTATE

66% improved team functioning

59% increased productivity

50% increased employee wellbeing



*Gallup, HBR, International Coaching Federation

Coaching Experiment



A 7-minute “coaching” experiment...

- Think of something you would like to be coached on e.g. an Astellas Leadership Expectation
- Make sure you have a pen and paper ready
- All you need to do is think, reflect on the questions and stay silent (video off, mute)

11Q2x
@30sec

You may not have solved your issue but what did you learn from the experiment?

Coaching – who got value from it ? How valuable ? Question – most useful / impact ? How ?

Just using questions is powerful

You need time to reflect on a great question

Having a conversation would enhance the experience

As a coach, you don't need to have the answers

What did you notice about the overall structure or sequence of the questions?

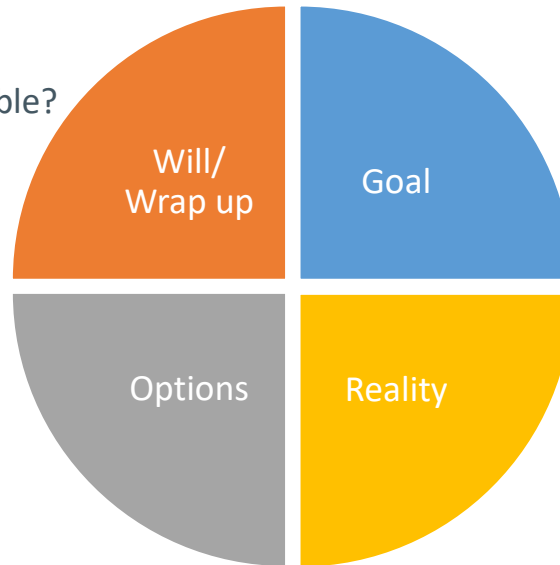
Structure – sequence – Goal, current, ideas.. Close GAPS...

GROW: How the conversation was structured

GROW
Model ?

- Which option(s) will you move forward with?
- What action will you take? When?
- How will you hold yourself accountable?

- What could you do to move one step forward to achieving your goal?
- If you had a magic wand, what else would you do?
- If could think of one more thing, what would it be?



- What would you like to achieve?
- Why is this important to you?
- What would be the ideal outcome of this coaching session?

- What is happening right now?
- What steps have you taken so far?
- What might be holding you back?

Three Skills of coaching



Playback

Ensure others feel heard by playing back what you have heard.

Wherever possible **use their words**.

Listening

Focus on what they are saying and how they are saying it.

Listen with your **Head** (for the logic); **Heart** (for the emotion); **Gut** (for your intuition).

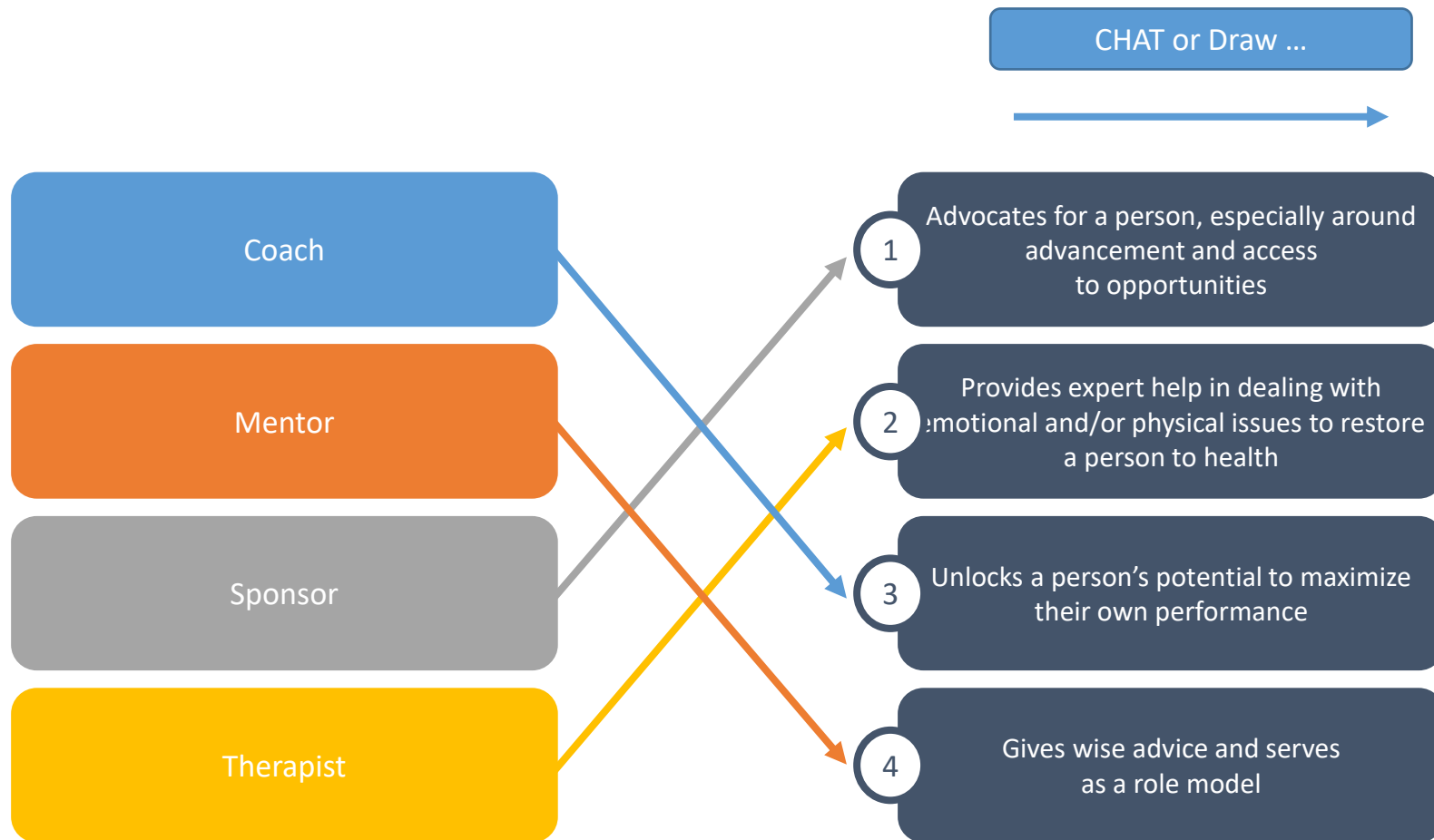
Questioning

Ask questions that have more value for the coachee than for the coach

Avoid questions that confirm your hypothesis – it's about them!

Ask for **more than data**.
Ask for ideas, their thinking, fears, hopes.

What is and Isn't coaching? (1,2,3,4 ?)



Effective Communication at Work



Exercise – Communications Round 1 ...

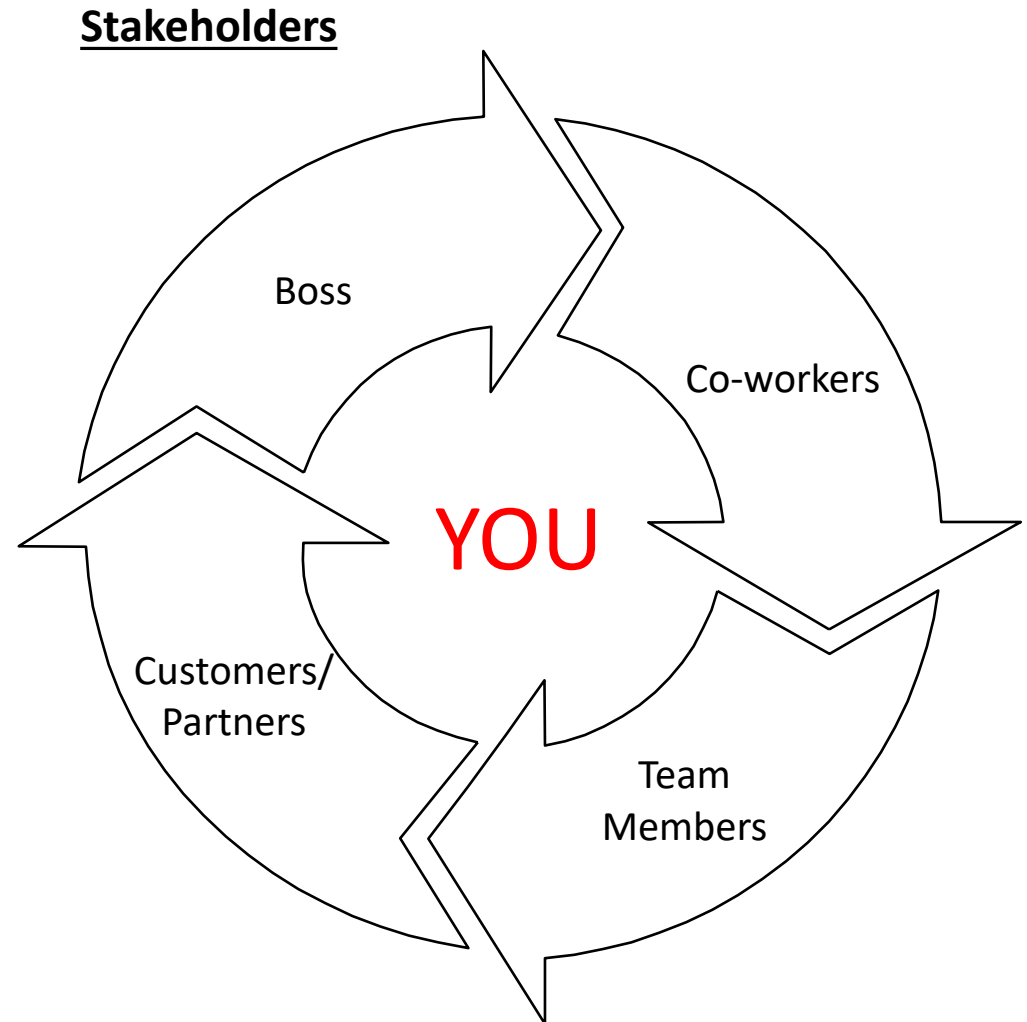


What do you think of

Effective Communication



What challenges do you encounter during communication?



Communication

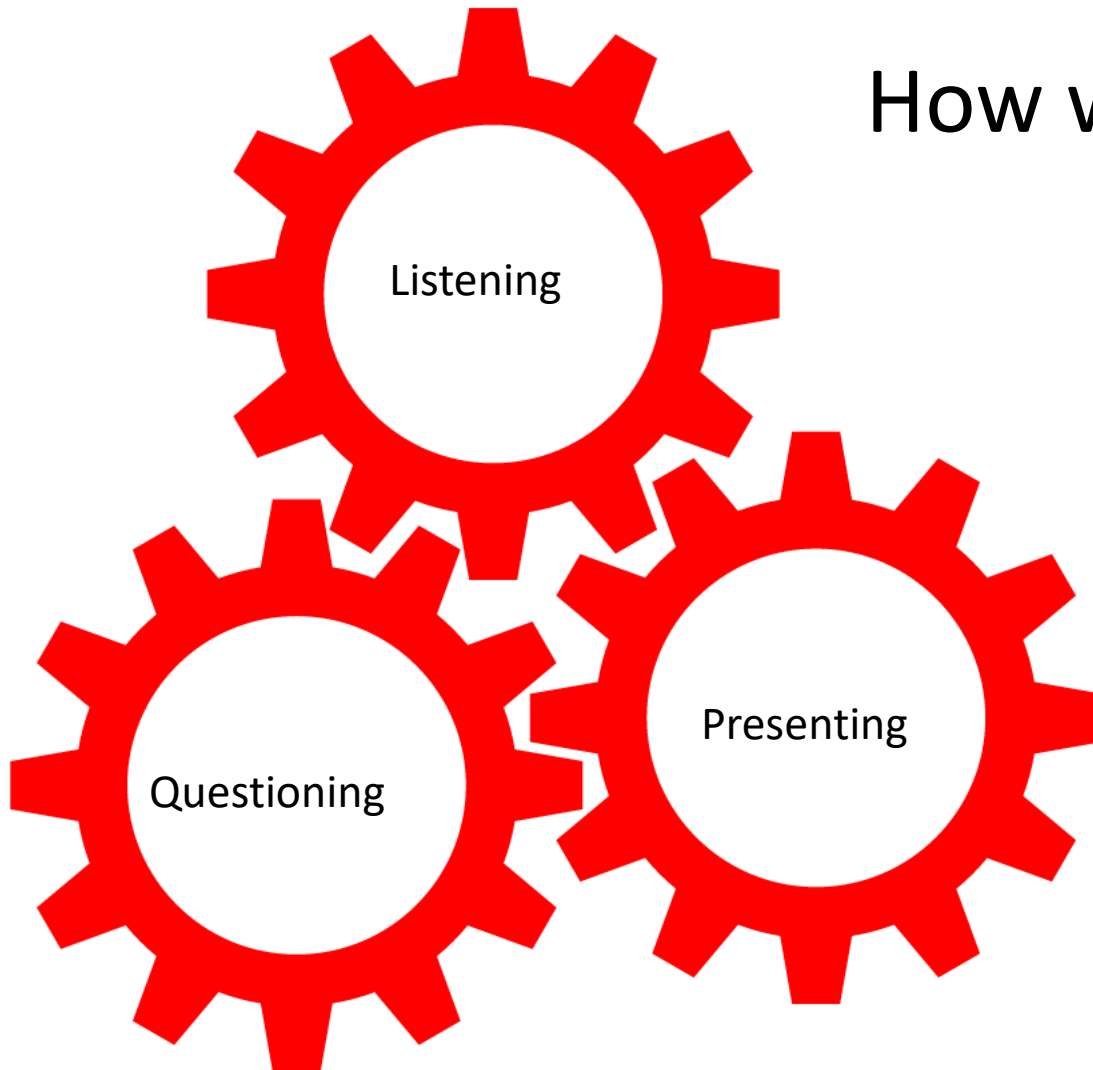
- | | |
|----------------|------|
| •Content | •7% |
| •Voice | •38% |
| •Body language | •55% |

What you say and how you say it!

Communication Basics

How would you adapt?

Words, Voice,
Body Language



Discussion - Round 1 – what went wrong ?

- Round 2 – what can we do differently to achieve better communication outcome ?

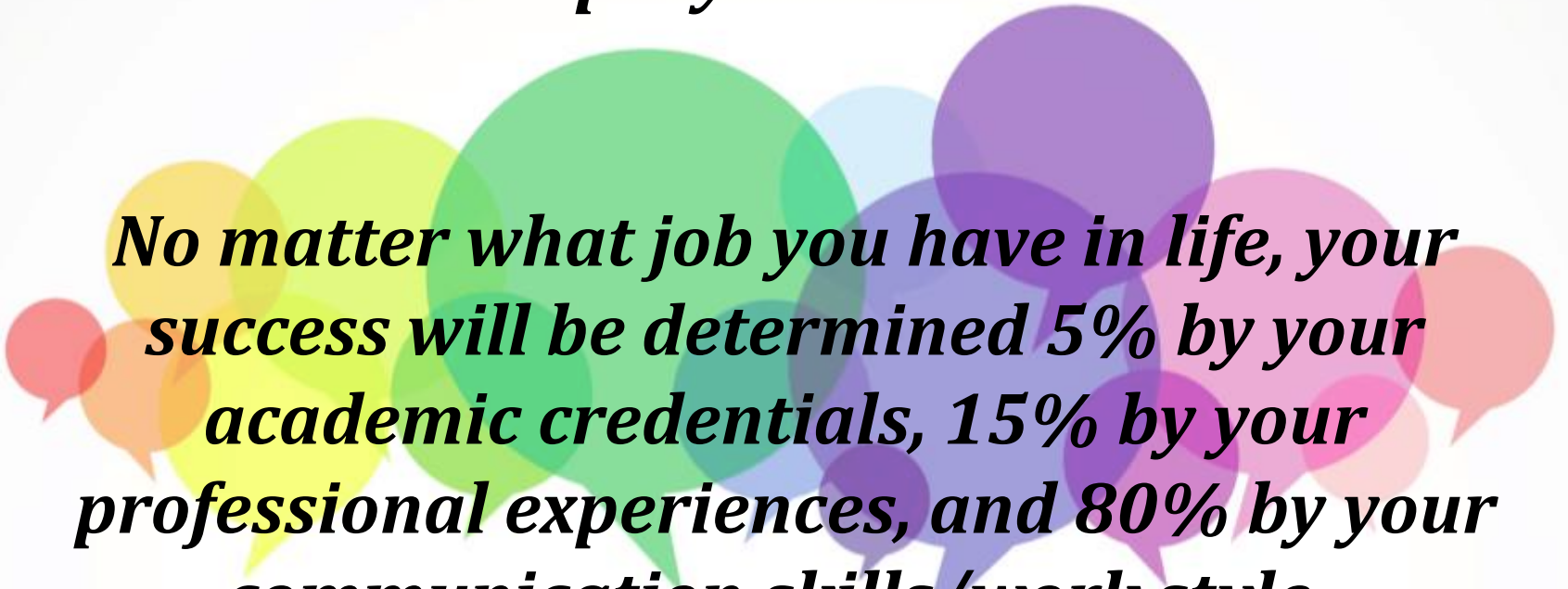
Key Points On Delivering A Message

- Grab audience's attention
- Start with governing thought
- Logical order
- Step by step process
- Paraphrasing
- Ask questions

Understanding Your Style

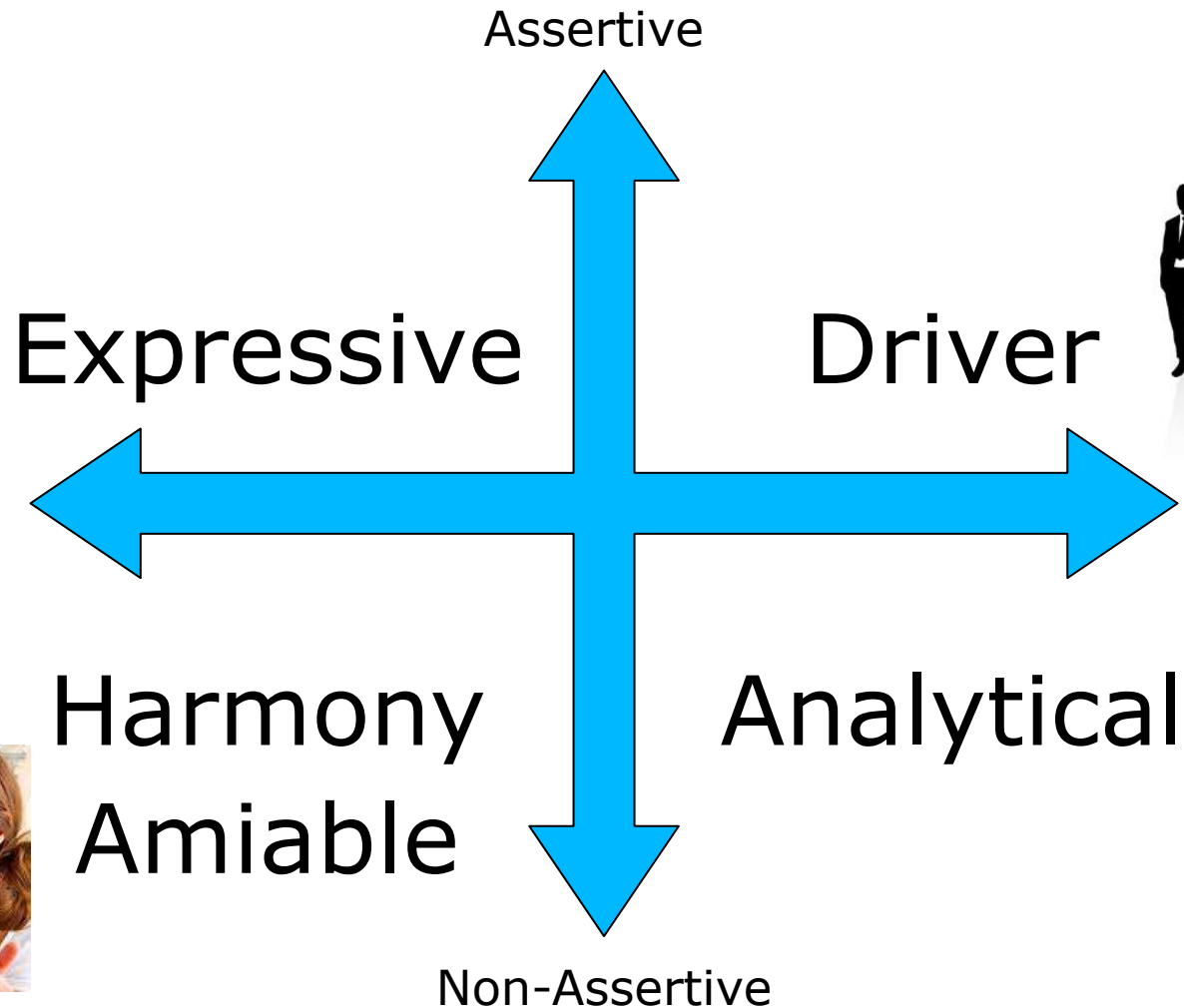


“Leaders have to cope with complexity not only in the world around them but also in their leadership style” – David Ulrich



No matter what job you have in life, your success will be determined 5% by your academic credentials, 15% by your professional experiences, and 80% by your communication skills/work style.

Identifying a person's WORK style



Analytical

- ❑ People who are very systematic and organized. They like data, facts and information expressed in a logical way and documentation of truth. May be seem as overly strict, very cautious, everything by the book
- ❑ Controlled, orderly, precise, disciplined, deliberate, cautious, diplomatic, systematic, logical, conventional



Driver

- ❑ People who like the thrill of the challenge and the internal motivation to succeed. Practical people who keep their eyes on the results. Do a lot in a short time. Talk rapidly, to the point, and direct. Often seem decisive, and pragmatic
- ❑ Action-orientated, decisive, problem solver, direct, assertive, demanding, risk taker, forceful, competitive, independent, determined, results-orientated



Expressive

- ❑ High energy, outgoing and enthusiastic. Generate creative and great ideas, may not see the idea through to finish. Like helping others, enjoy socializing. Slow to make decision. Often talkative, can be overly dramatic, impulsive and manipulative.
- ❑ Verbal, motivating, enthusiastic, convincing, impulsive, influential, charming, confident, dramatic, optimistic, animated



Harmony / Amiable

- ❑ People who are friendly, dependable and easygoing. Non-threatening, hate conflicts, don't like dealing with impersonal things and cold hard facts. Sensitive to people's feelings, can be wishy-washy at time
- ❑ Patient, loyal, sympathetic, team person, relaxed, mature, supportive, stable, considerate, empathetic, persevering, trusting, congenial



What Is Normal Your Leadership Workstyle? (HEAD)

Most like you (1), least like you (4) (No Duplicate)

Harmonious (H) Amiable People 和蔼型	Expressive (E) 表达型	Analytical (A) 分析型	Driver/Task (D) 任务实干型

Base on your Leadership Work Style – How do you like best about style/ways when other people work with you ?

HEAD

How do you like best about style/ways when other people work / communicate with you ?

1

2

3

4

How do you HATE most about style/ways when other people work / communicate with you ?

1

2

3

4

Adapting your work style



Working with Analytical people

- ❑ Discuss details / be specific
- ❑ Talk about the process
- ❑ Remember to be structured
- ❑ Use technical terms if possible
- ❑ Avoid unsubstantiated claims



Working with Drivers

- ❑ Short and concise
- ❑ Go straight to the point
- ❑ Say it once and well
- ❑ Most important information comes first
- ❑ Focus on results and achievement



Working with Expressive people

- ❑ Show you are enthusiastic
- ❑ Show interest in them
- ❑ Raise your energy level
- ❑ Discuss big picture and then details
- ❑ Try to be creative



Working with Amiable people

- ❑ Seek non-business connection
- ❑ View relationship as team
- ❑ Provide personal support
- ❑ Avoid arguments
- ❑ Consider the impact of your action to other people



Inspiring Performance



Performance appraisal

Reasons for conducting appraisal:

- ❑ Detect & eliminate barriers to performance
- ❑ Pick up dissatisfactions that would otherwise lead people to leave
- ❑ Focus people's efforts in the right direction
- ❑ Motivate people towards important goals.
- ❑ Help them develop skills and competencies necessary to achieve future objectives
- ❑ Celebrate their successes



Feedback :

- ▣ Best Practice of Feedback

The objectives of feedback

No one likes negative feedback

Deliver feedback differently to get acceptance

Help the coachee to be **self-aware**

Let the coachee to **'continue'** to do things well

Make the coachee be aware of things that he/she should **'start or stop'** doing

To end on a **positive point**



How to give feedback

- ▣ Be timely
 - ▣ Make it regular
 - ▣ Prepare your comments
 - ▣ Be specific
 - ▣ Criticize in private
- Limit your focus
 - Talk about positive points too
 - Give suggestions
 - Follow up

Developmental – giving negative feedback

Let him/her be **aware** of the behaviour. Be specific

“I observed that you...”

Give reasons of the negative **impact**

“As a result, we suffer...”

Suggest how he/she might **change** or start doing next time

“Next time let’s try...”



Outline :

Part I - Leadership and Responsibility

- Globalization and complex environment
- Managing self, and Others as individuals
- Managing Team, and Organization

Bring Strategy to Life > Manage – Organization Strategy

Part II - People Management

- Manage Team Performance – decision making
- Working multi-gens workforces
- Managing Work-Effectiveness thru Lead teams
- Managing Changes

Most Essential Leadership skill

- ▣ Independent, Critical, Strategic Thinking Ability

Practical Sharing about key responsibilities of Senior Management (Business Leaders)

1. Accept and Clean the messes created by whoever
(Practical Problem Solving Skill – Short term)
2. Observe & Identify potential future leaders – grow and develop them to replace CEO and become our boss (Talent Investment - People Skill – Middle term)
3. Vision the future and strategic invest in future today
(Visionary & innovation / Transform skill – Long term)

Let's work on all 3 Skills

“Problem Solver” + “Talent Investor” + “Visionary”

Critical Thinking

The intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

- ❑ Understand the logical connections between ideas
- ❑ Identify, construct and evaluate arguments
- ❑ Detect inconsistencies and common mistakes in reasoning
- ❑ Solve problems systematically
- ❑ Identify the relevance and importance of ideas
- ❑ Reflect on the justification of one's own beliefs and values

Strategic Thinking

- ❑ A planning process that applies innovation, strategic planning and operational planning to develop business strategies that have a greater chance for success.

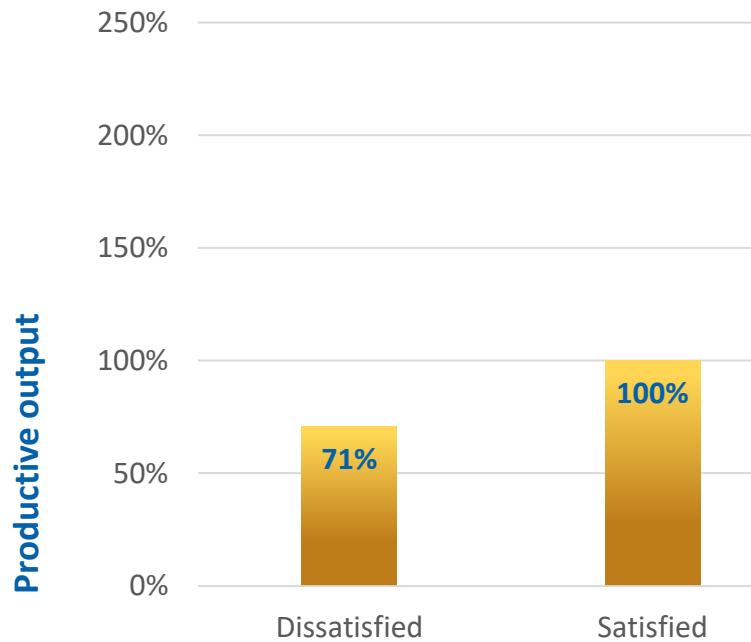
Vision And Mission



Why should we care about purpose?



Why purpose matters...



Source: Relationship between employee satisfaction level and performance: Bain & Company and EIU Research, 2017

5 mins – meaning

MISSION/ VISION/
PURPOSE
使命/愿景

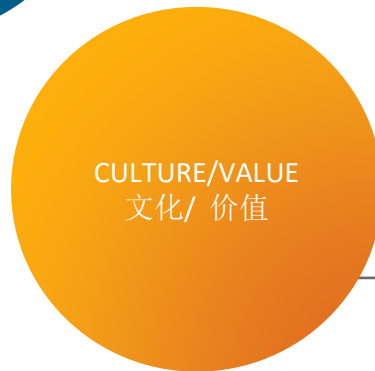
CULTURE/VALUE
文化/ 价值

STRATEGY
战略经营理念



Why we exist, what we want to be or accomplish

我们存在的原因，想达到什么的未来



How we behave, who we are and what we believe

我们信念，我们相信什么，我们代表什么



What we plan to do in order to achieve the mission/vision/ purpose

我们计划做什么来达到我们的使命和愿景

“We defeated all our competitors
But we lost to the new business era “

“我战胜了所有对手，
却输给了时代 “

A clear mission - allow us to effectively prioritize our
actions and make a difference to the company strategy to
sustainably successful

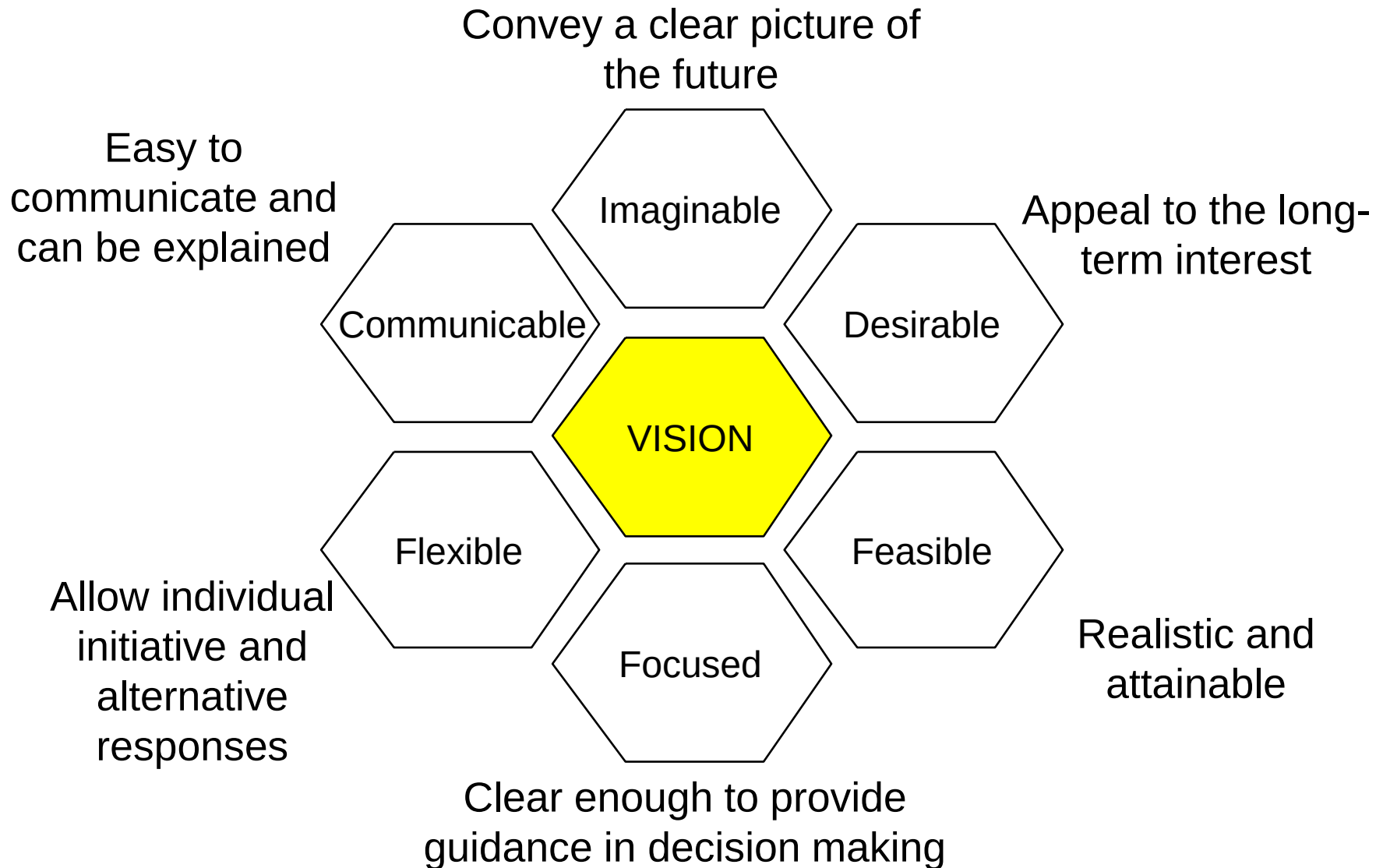
What is a vision? Company name ?

Company	Purpose	Vision	Mission
	We operate an ecosystem where all participants – consumers, merchants, third-party service providers and others – have an opportunity to prosper.	We aim to build the future infrastructure of commerce. We envision that our customers will meet, work and live at, and that we will be a company that lasts at least 102 years.	As part of the Group, our mission is to make it easy to do business anywhere. We do this by giving suppliers the tools necessary to reach a global audience for their products, and by helping buyers find products and suppliers quickly and efficiently.
	更低的价格买到优质商品	而丰厚的订单使拼多多可以直接与供货厂商（或国外厂商的国内总代理）合作对话，省掉诸多中间环节，实现C2B模式，价格优势由此体现	一家商家入驻模式的第三方移动电商平台，也是以人为先的新电商开创者，将娱乐与分享的理念融入电商运营中
	A triathlete of the New Economy, where we makes hardware and devices, sells its products through e-commerce and offers services on the internet	Created this business model that we call “tipping”, which is to sell our hardware at zero or low profit margin, but monetize our complementary services	“MAKING QUALITY TECHNOLOGY ACCESSIBLE TO EVERYONE”.

What is a vision? Company Name ?

Company	Purpose	Vision	Mission
	Add a little extra flavor to your day	Creating simple pleasures to brighten everyone's day	We are a recognized leader in confections with a wide range of product offerings including gum, mints, hard and chewy candies, lollipops, and chocolate.
	Nourishing families so they can flourish and thrive	To enrich and delight the world through foods and brands that matter.	Push beyond boundaries and across borders to create foods and brands that help to fuel the best in everyone everywhere
	We make your world a safer place.	To be Asia Pacific's most loved, most inventive and most successful insurer.	Leverage our market leadership to deliver great customer experiences and create value for our shareholders, partners, people, customers and community.
	Everything we do, is to move you emotionally	Be a company that inspires and fulfils your curiosity	Deliver ground-breaking new excitement and entertainment in ways that only Sony can

Developing A Vision



What Is A Strategy?

What do you think of when you hear the word
“Strategy”



What is Strategy?

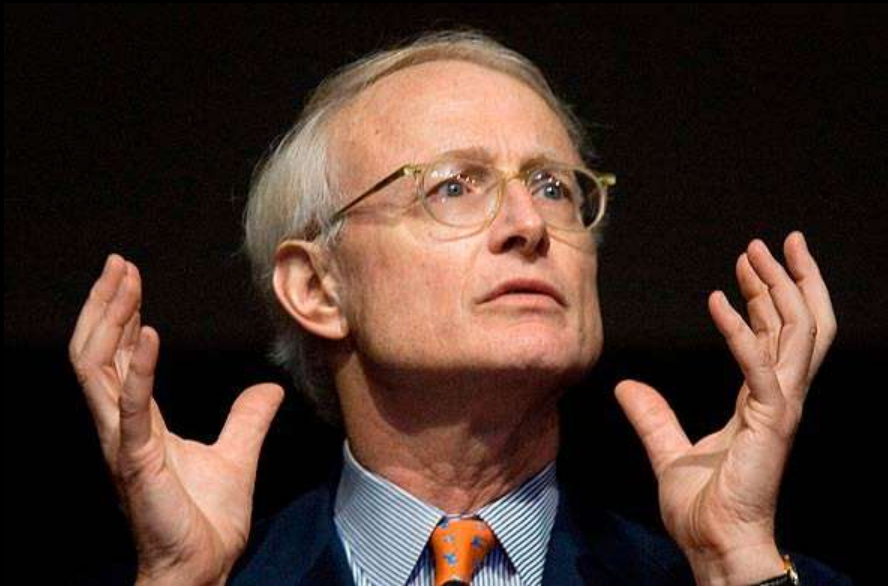
Strategy is a **unifying theme** that gives **coherence** and **direction** to the actions and decisions of an individual or organisation to **optimise the allocation of available resources**, and in doing so lay the foundation for **superior, long-term profitability**.

What is Strategy?

- **unifying theme**
- **coherence**
- **direction**
- **optimise the allocation of available resources**
- **superior, long-term profitability.**

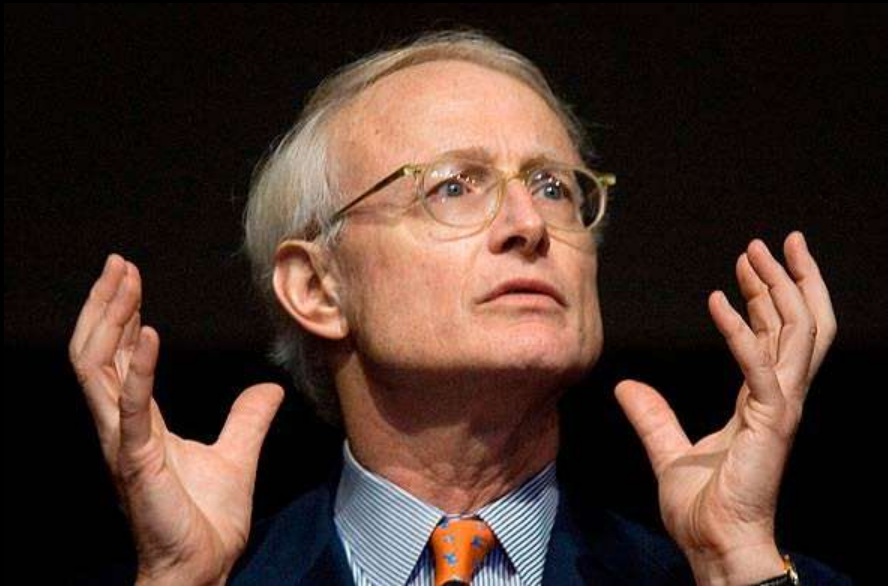
“Strategy is about making choices...”

- Michael E. Porter



“...and choosing what not to do”

- Michael E. Porter



Reasons For Having Strategy

- Strategy is important because the resources available to achieve these goals are usually limited
- Strategy is about attaining and maintaining a position of advantage, flexible rather than committing to any specific fixed plan designed at the outset

The Value Of A Strategy

To focus your resources on:

- Identifying and seizing new opportunities
- Helping the company grow and stay ahead of the competition
- Making smarter decisions about how to invest time, resources and budget
- Rising above business challenges
- Proving a framework within which the employees are motivated to action through ownership and empowerment

Our Reasons To Exist: To Create Value

*Increase
Shareholder Value*

+
Revenue
Profit



-
Costs

*Increase
Customer Value*

+
Service Offering



-
Costs

*Increase
Employee Value*

+
Motivation
+
Satisfaction



What Are The Different Ways to Create Value?

Setting The Right Direction – Strategic Planning



What is “COMPANY”’s Strategy 2030?

Assume you are in a meeting, and someone asks **“What is COMPANY Strategy 2030?”**

Everyone turns to you. How would you answer **In 30 seconds or less?**

Please discuss with your team member in the breakout room

Please be ready to share when we return (you have been warned 😊)

When we talk about strategy ?

61%

Is a clear, consistent
understanding of the strategy
even important?

Why or why not?



Use the chat

Key Messages



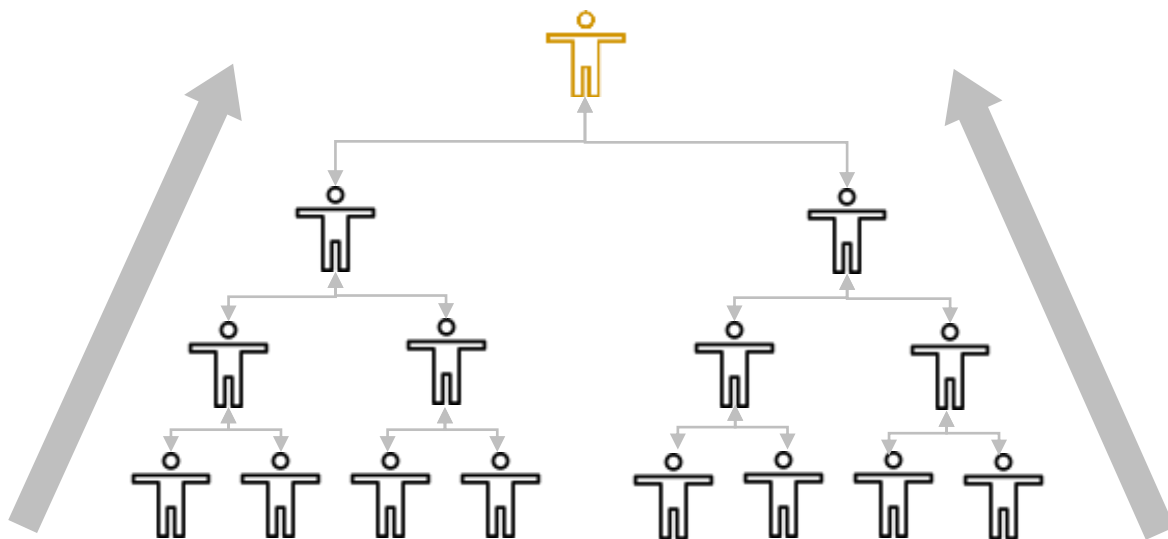
A universally understood strategy ensures everyone is moving in the same direction because it connects to and guides day-to-day activities



A clear, consistent understanding of the strategy is a prerequisite for developing and applying the Enablers towards execution of the strategy

How is this relevant to what we are doing right now?

Consider the strategic enabler “Create Dynamic Innovative Culture”



Shift from....

Slow decision making, often moving up the chain...

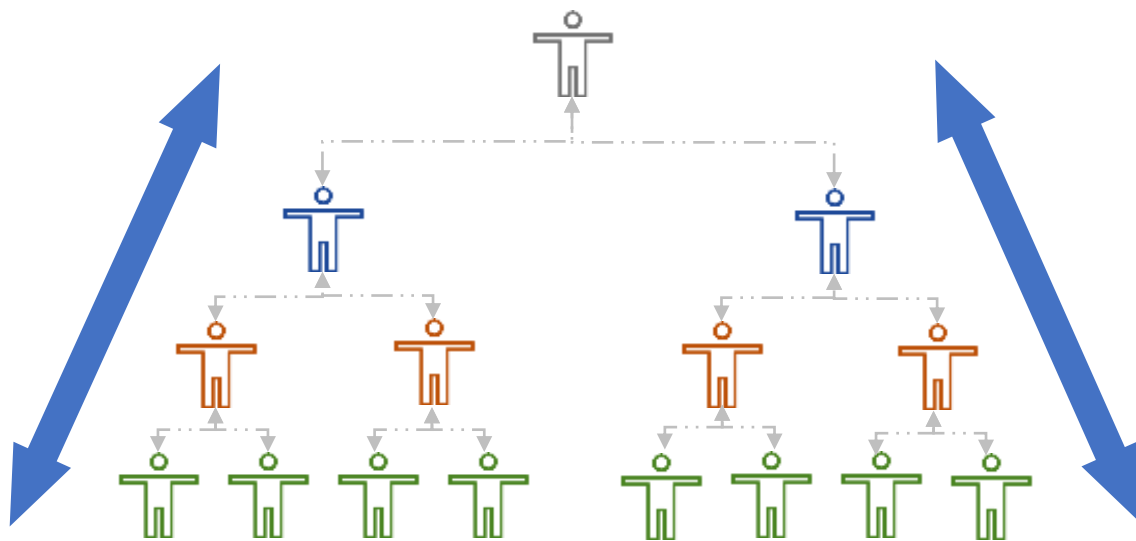
Hierarchical structure...

Slow execution...

Need for increased innovation speed...

How is this relevant to what we are doing right now?

Consider the strategic enabler “Create Dynamic Innovative Culture”



To....

Decisions taken as close to bottom of organisation and to customer...

Flexible and x-functional org...

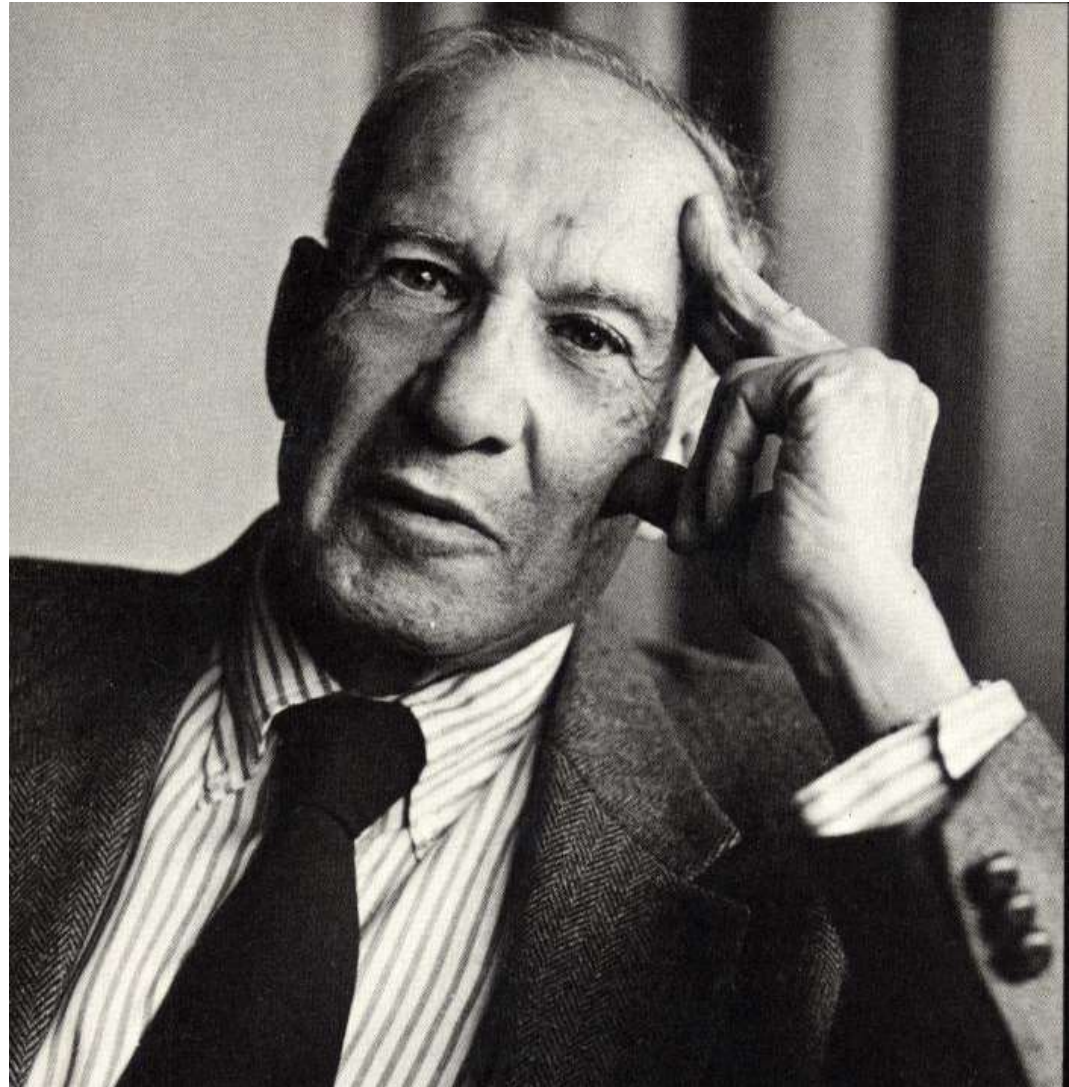
Fast execution through others...

Test & learn culture around minimum viable products...

“There is nothing so
useless as doing
efficiently that which
should not be done at
all”

最没有意义的事，是
把不该做的事做到最
有好。

Peter Drucker



Strategy execution



Why is strategy execution challenging?

57% of firms failed to effectively execute strategic initiatives over the past three years*



What is the impact?



Companies on average deliver only 63% of the financial performance their strategy promised**

Source: * Economist Survey 2016

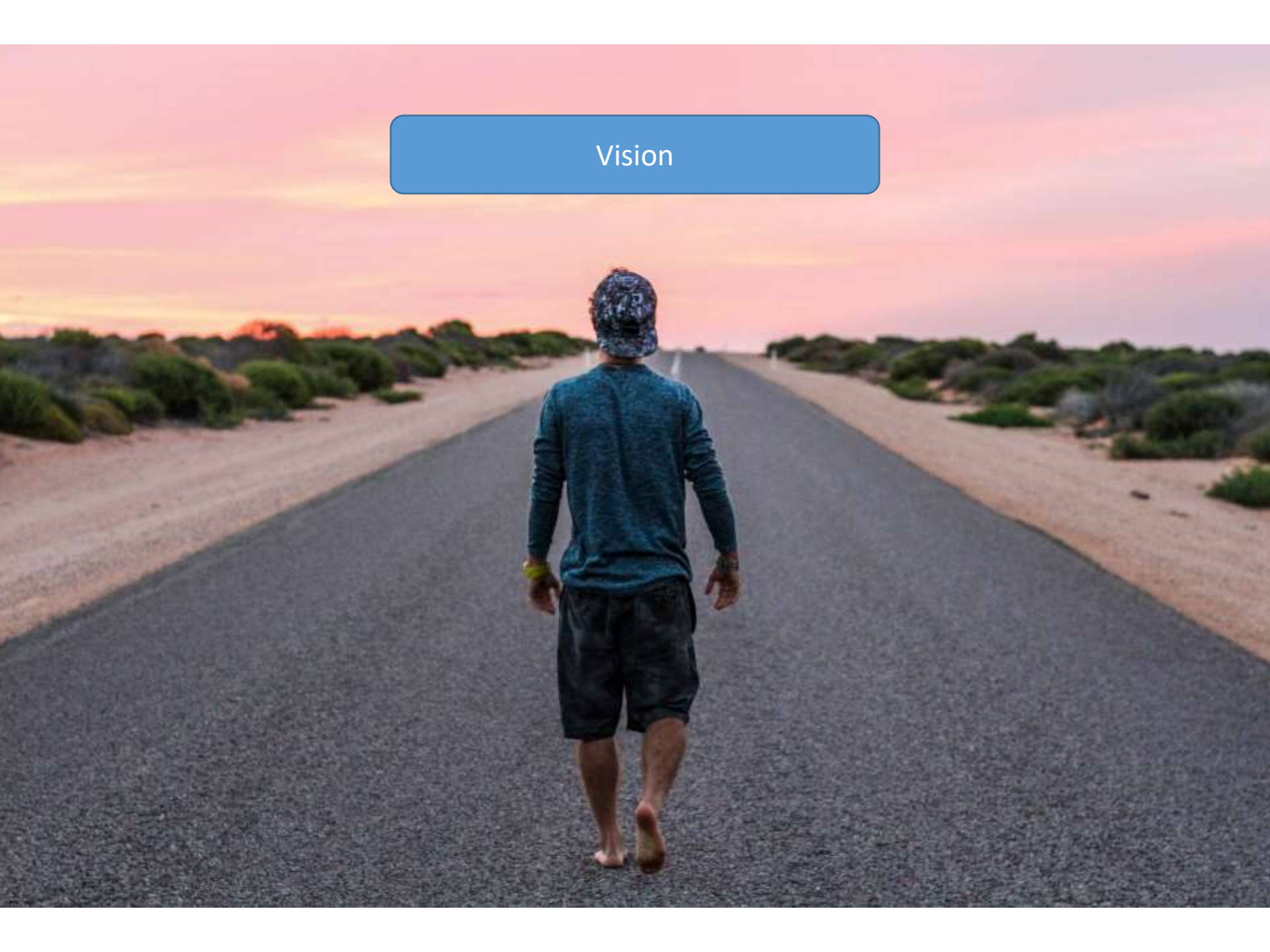
** Harvard Business Review 2015

Alignment
Excluded Virtues
Capability

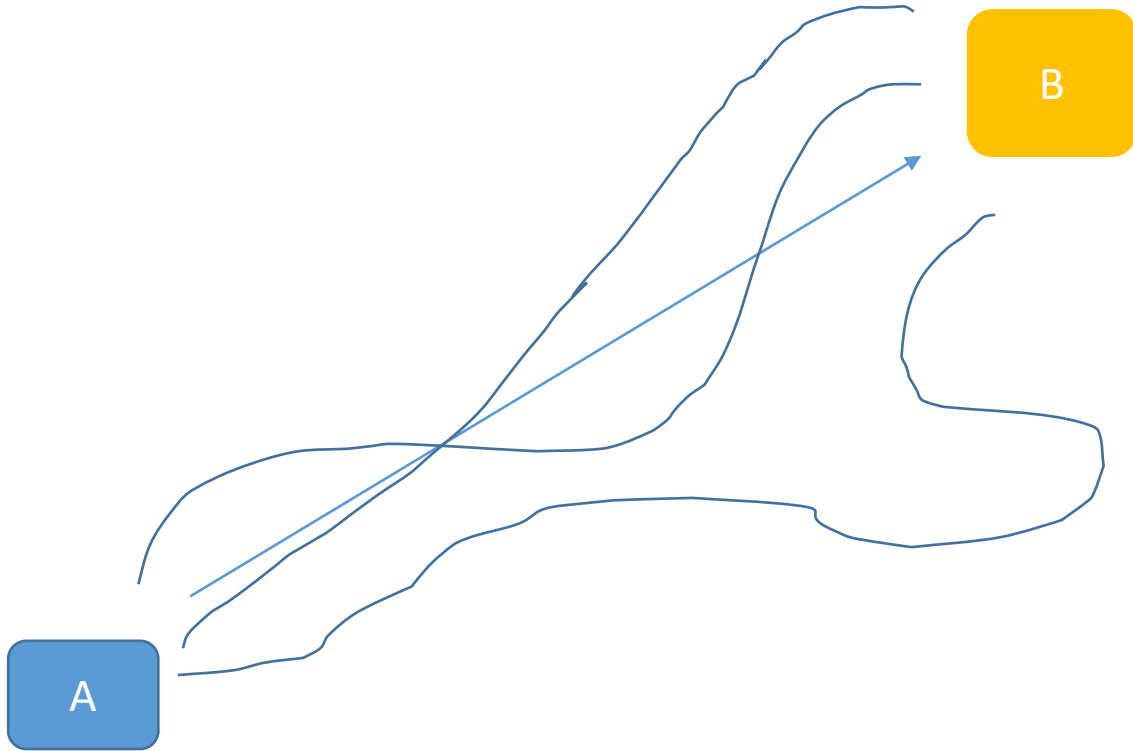
$$E=AMC$$

Execution = Alignment x Mindset x Capability

Vision



Strategy – start with problem Statement (from A to Vision B)



How To Plan Actions/Initiatives

EXERCISE

Purpose

- Maximize Strengths
- Minimize Weaknesses
- Capitalize Opportunities
- Eliminate Threats

From Trend Spotting

- Identify the items that will have big positive /negative impact on your business
- Devise actions to capture positive impact
- Devise actions to reduce negative impact

Problem Statement

- Just enough detail to create a common understanding of the problem
- State the aspects to be solved
- Create a one or two sentence “strategy to problem (today / future) statement”

Communicate the Strategy – to Team

Part One: (individually)

- ❑ Craft your 'elevator speech' (20 min)

Part Two: (pairs)

- ❑ Deliver your strategy communication (2 min.)
- ❑ Obtain feedback from your partner (3 min.)
- ❑ Switch roles

