

LEAD Asia

ISSUE NO. 3

Leadership News from **CCL-Asia**



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Center for
Creative
Leadership

ASIA EUROPE NORTH AMERICA

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A Message from Michael Jenkins

MANAGING DIRECTOR, CCL-ASIA

Dear Colleagues,

As we move into the New Year, I would like to take this opportunity to let you know about CCL's progress in Asia during 2007 and to outline our plans for 2008.

Our successes in Asia Pacific during the past year can be attributed to the warm support we have received from our clients, partner companies and organizations and constituents from all over the world, as well as to the hard work of CCL staff across the entire CCL enterprise in Asia, Europe and North America. We were able to achieve all our financial targets and, most importantly, touch lives in many countries throughout the Asia Pacific region.



As a not-for-profit organization, CCL's aim in achieving financial goals is purely and simply to enable us to do our work in line with our mission: to understand and advance the practice of leadership for the benefit of society worldwide. In 2007 we restated our philosophy of developing *creative* leaders, people who through their vision and endeavors are able to reach beyond the known to realize the previously unrealizable. To contribute to this goal, CCL in Asia has invested heavily in knowledge creation in the area of leadership as it is practiced in our part of the world. Our research team, made up of nationals from Singapore, Malaysia, China, India and the US, has made significant progress in uncovering and understanding what makes for effective leaders in countries such as India, China, Singapore, Malaysia, Japan and many others. Their work will be used to develop what we believe will be cutting-edge, innovative and practical products, programs and services for the benefit of people both within the region and beyond.

2008 will see the start of this harvesting of new knowledge. We will begin the process of sharing what we have learned with colleagues around the world. One example would be the work we have completed with our friends at the Tata Management Training Centre in India. Interviews and data collection from a wide variety of organizations across the country have provided critical insights that will in turn inform Indian companies about what it will take to continue to be successful in their respective spheres of activity.

We are also heavily involved in research in China through our collaboration with the China Europe International Business School and expect the fruits of these activities to become available to users of CCL services towards the end of 2008. While a great deal of work has been done in the emerging economies of China and India, our open-enrollment programs have seen participants from more than 33 countries, some from as far from Singapore as Azerbaijan and Ghana. During 2007 we have given presentations to groups of people in Laos, the Philippines and at academic conferences in the United States, and in 2008, we expect to be doing more work in Indonesia and Korea.

2008 will also see us relocating to new premises. We will have a dedicated research area and better facilities for dealing with the logical upsurge in programs that we have experienced throughout 2007. The new space will also allow us to effectively double our number over the next few years. And in addition to this expansion, 2008 will also see us opening a representative office in India. We will be sharing more about this expansion in the months to come.

In conclusion, I would like to wish you all a successful and prosperous 2008. We look forward to continued contact with you and, of course, you have an open invitation to come and see us in our new home.

With best wishes,

Michael Jenkins
Managing Director
CCL-Asia



Novena Square

The Essence of Innovation:

Underlying Principles that Nurture New Ways of Thinking

By Bob Rosenfeld

The ability to sustain innovation is essential to the long-term success of any organization. But despite innovation's importance, few organizations have an effective approach in place to nurture new perspectives or new ways of thinking.

If your organization is ready to break out of the mould, an important first step is to understand five core principles that are the essence of innovation. These fundamental, timeless laws underlie the methods and techniques needed for success.

Principle 1: Innovation starts when people convert problems to ideas. The process of innovation is indebted to the trouble that comes about when we are surrounded by situations that are not smooth, simple or easily solved. For the innovation process to flourish, it needs a climate that welcomes problems and encourages inquiry. New ideas are born through questions, problems and obstacles.

Principle 2: Innovation needs a system. Innovative organizations have systems that help innovations move forward. Some are formal systems designed by the leaders of the organization, and some are informal and take place outside established channels. Systems for innovation include:

- Originator-assisted processes that help employees transform their own ideas into business opportunities (usually driven from the bottom up).
- Targeted innovation processes for developing solutions to meet a specific need (usually driven from the top down).
- Internal venturing processes for launching new lines of business.
- Continuous improvement processes that in their aggregate lead to cost savings or increased quality.
- Strategic transfer processes used to move technology or knowledge from one point in the organization to another for the purpose of leveraging a broader range of capabilities.

Principle 3: Passion is the fuel, and pain is the hidden ingredient. Ideas do not propel themselves. Instead, passion makes them go. Unfortunately, there seems to be some universal law that says when pursuing a passion or following a dream, pain is part of the process. In order to be successful, innovation leaders need to take the pain with the passion and learn to manage both effectively.

Principle 4: Co-locating drives effective exchange. Co-location refers to physical proximity between people. It is an important ingredient for building the trust that is essential to the innovation process. Proximity also promotes greater exchange of information, cross-fertilization of ideas, creative thinking and critique of ideas during their formative stage.

Principle 5: Differences can be leveraged. The differences that normally divide people – such as language, culture, race, gender and styles of thinking and problem-solving – can be a boon to innovation. When differences are used constructively and we move beyond fear, suspicion, mistrust and prejudice, differences can be leveraged to enhance and sustain innovation across an organization.

Nurturing Innovation in the Workplace

Simply understanding what makes innovation go isn't enough, though. Experience shows there are certain underlying organizational characteristics that make all the difference in whether it flourishes in a given organization.

One of the most important involves "soft values." While hard values are results, like sports scores and statistics, soft values have to do with how the game is played. Both the quantity and quality of innovation depend upon the nature of an organization's soft values.

Soft values that create an environment conducive to innovation include motive, spirit, service and patience. If you take a hard look at those organizations that squelch innovation, you are apt to find soft values such as contentiousness, stubbornness, pride, discounting, indiscriminate criticism and dominating attitudes.

Innovative organizations especially excel at building trust. While obstacles, problems, doubts and objections are frictions that slow innovation or cause it to grind to a halt, trust enables innovation to glide over friction and move forward.

Building trust in the workplace involves caring for others and being concerned about their personal and professional well-being. It means consistently placing a high value on their interests and listening to and trying to understand their concerns. It involves respecting the intelligence of colleagues and giving credit to their ideas and contributions.

To thrive in the real world with all of its complications, problems and setbacks, innovation needs to be nurtured. Building trust and emphasizing other positive "soft values" helps us to maintain a cohesive organization in both good times and bad – giving innovative new ideas their best shot.

feature



This article is adapted from Bob Rosenfeld's book *Making the Invisible Visible*, published in 2006 by Xlibris.

The Intersection of Turbulence, Innovation and Leadership: Unleashing Creativity and Driving Positive Change

By Ingar Skaug

There is no doubt that we live in turbulent times and face daunting problems – from the environmental challenges of global warming to the cultural challenges of an increasingly diverse society. On the business front, we face a growing global marketplace with far-flung organizations that span time zones and country borders. Information overload and the sheer pace of change have reached new heights and threaten to overwhelm us.

Are we doomed to be carried along for the ride? Or can we harness turbulence and use it to fuel new innovative solutions?

A recent research project conducted by CCL shows organizations worldwide are grappling with just these kinds of questions. In fact, 84 percent of executives and senior managers surveyed believed the very definition of effective leadership is changing as business challenges have grown more complex. The same study shows work has become far more connected and interdependent than ever before, requiring leaders to create an environment where they can engage others to help them succeed.

Experience shows that turbulence can be a positive force if we stay open to the possibilities and adapt. But we need a flexible, creative leadership style to span country and cultural boundaries, promote collaboration and respond to an ever-shifting environment.

Seeing with New Eyes

It is tempting to try to cope with change and turbulence by imposing order, rules and new organizational boundaries. But creating new structures can cost us dearly by stifling creative problem-solving. A more positive way to adapt to change is to innovate – coming up with new approaches and heading off in new directions. The key to success is the ability to see new possibilities when we view the world.

Today's rapid work pace often leads us to scan information quickly and to make rapid judgments. We take shortcuts and act on what we expect to see. The result is that we often end up solving the wrong problem.

There are several proven approaches we can use to break free of habitual ways of seeing and become effective innovators:

Stand in different places. We can shift our perspective radically by changing our point of view. If you are a marketer, become the



– Ingar Skaug, Chairman, CCL Board of Governors; President and Group CEO, Wilh. Wilhelmsen

customer. If you are a coach, become the trainee. If you are outside of something, look at it from the inside out. Turn the problem upside down so that all the familiar parts look strange, and then take a fresh look.

Use the lenses of other domains. If you are an artist, import the lens of science. If you are a scientist, import the lens of artistry. Seek out and collaborate with others who have the skills and perspectives you lack.

Ask powerful questions. Use questions to take aim at the root of the issues you face. Probe for what is missing in a given situation or explore the patterns you see. 'What if' and 'so what' questions

can help you pose surprising scenarios and invite imaginative responses. What if we deliberately tried to make this problem worse? What would be the positive results if we failed?

Foster new knowledge. Try spending time among customers, constituencies and competitors. By making certain you regularly spend time in new places, you will gain new perspectives along the way.

Create an innovation journal. Many scientists, artists and inventors keep a journal to track their observations and ideas and to try them out before making them public. Journals also can help us integrate technical and personal points of view by blending words and pictures, analysis and synthesis, thought and emotions, focus and tangent.

Change the pace of attention. If you like to surf quickly through issues, make a practice of slowing things down and letting questions emerge, noticing interesting features and perceptions. If instead your pace is typically more ponderous, practice taking intuitive scans of the data at hand or hold short, rapid-sensing forums on fast-breaking issues.

Conclusion

Though many of the problems of our modern world are tough, each of us has the power to begin to solve them by embracing turbulence as a positive factor. By doing so we churn up ideas, promote innovation and ultimately find solutions to our most complex challenges.

This article is adapted from the original that appeared in the July 2007 issue of *Business Leadership Review*.

CCL Briefings

Dinner with the Penguins – A Black and White Affair at the Jurong Bird Park

CCL-Asia, *The Business Times of Singapore* and Singapore Jurong Bird Park, co-organized *Dinner with the Penguins – A Black and White Affair*, at the Jurong BirdPark, on 20 September 2007. The exclusive, invitation-only event was attended by 40 Singapore-based CEOs and their guests. It was part of a series of outreach activities that *The Business Times* regularly holds for its CEO e-Club members. The CEO e-Club is an informal grouping of CEOs with whom the business daily interacts closely and from whom it solicits views and opinions.

Michael Jenkins, managing director of CCL-Asia, gave a presentation on "Succession Planning and Filling the Leadership Pipeline." He shared statistics relating to the changing nature of leadership, in particular the perceived gap that exists between skills that are deemed necessary for effective leaders of the future and the extent to which they are currently present in organizations. Doug Miller, VP of Boeing International Group Corp., attended the event and described the presentation as "very relevant to companies who need to address the people skills that are required for future leaders."

The evening was not all business-focused, though, as Michael's presentation was definitely upstaged by the appearance of Pinky, the Bird Park's celebrity Humboldt Penguin. Pinky gamely posed for photographs with the guests and wandered from table to table, giving the diners a rare opportunity for an up-close and personal encounter with this vulnerable species of penguin from coastal South America.

The event also gave CCL-Asia the opportunity to reach out to the business community and introduce its work and groundbreaking initiatives in the area of leadership.



Meeting Pinky, the Humboldt Penguin.

CCL Partners With Singapore Newspaper

Since July 2007, CCL-Asia has been a monthly column contributor to *TODAY* newspaper, one of Singapore's most widely read news dailies with a circulation of approximately 584,000. Half of *TODAY*'s readers are professionals, managers, executives and business people. CCL's contributions, which appear in the "Succeed" section of the newspaper, cover a wide array of current leadership issues. Some of the topics published thus far include: work-life balance, office politics, innovation, leadership in transition, developmental assignments and successful leadership traits.

First Live Webinar Held in an Asian Time Zone

CCL-Asia conducted a free Webinar for readers of *TODAY* newspaper on 30 November 2007. The topic, "Developing Leadership Talent," was presented by CCL-Asia managing director Michael Jenkins to professionals from a variety of industries including finance, human resources and communications. The Webinar was the first to be held by CCL in an Asian time zone.

Jenkins said, "The Webinar is a relatively new communication platform for CCL here in Asia and we were certainly encouraged by the response, particularly by the number of questions that were submitted by the participants. We will be looking to see how to reach out to an even wider audience from a larger number of sites for the next Webinar we organize."

Academy of Management Award Presented to CCL Researchers

CCL-Asia's Research and Innovation team submitted five research papers authored by Jeffrey Yip, Meena Wilson, Zhang Yi, Vijayan Munsamy and Anand Chandrasekar to the Academy of Management (AOM) proceedings in Philadelphia, Pennsylvania, USA. The Academy of Management is a leading professional association for scholars dedicated to creating and disseminating knowledge about management and organization. In total, 4,776 papers were submitted to the Academy; all five papers by CCL-Asia's Research and Innovation team were accepted.

Chandrasekar's paper, submitted to the Organizational Behavior division, the largest among the AOM divisions, garnered the distinction of being selected as the best paper out of 565 submitted to that division. As such, it will be one of only 27 papers selected for publication in the AOM proceedings. His paper presented the results to his search for answers to three questions – the consequences, antecedents, and developmental sequence of job burnout – using a meta-analysis procedure. This involved analyzing data from studies on burnout over the past 30 years. The significance of the paper lies in the fact that understanding the nature of how burnout develops and affects job performance will help in designing interventions or programs to address burnout in the workforce, an area which in the past has been little researched.

CCL Researchers to Present Workshop at Academy of Management Meeting

Dr. Meena Wilson, research director of CCL-Asia, will partner with associates Anand Chandrasekar and Vijayan Munusamy as discussants in a Professional Development Workshop at the 2008 Academy of Management Meeting 8 - 13 August in Anaheim, California, USA. This is a premier conference for management scholars and all proposals for workshops are peer-reviewed. The team will discuss how spirituality adds great value to advance the understanding, practice and development of leadership especially in the Indian context.

This workshop will be sponsored by the Management, Spirituality, and Religion Division, Academy of Management. For additional information, please visit <http://meeting.aonline.org/2008>.

The Lessons of Experience Project

CCL has been working closely with local partners to identify the key events and experiences that are a source of learning for senior executives in the region. In India, working closely with the

Tata Group, over 80 interviews were conducted

with experienced senior executives in homegrown Indian organizations, multinationals and conglomerates in a range of industries.

Results indicate that lessons learned fall into three categories – with the following being the top 15 ‘lessons learned’ by Indian leaders:

research and innovation

TOP 15 LESSONS LEARNED

Managing Self

- Confidence
- Self-awareness
- Understanding and committing to life goals
- Integrity

Managing Relationships

- Managing and motivating subordinates
- Developing subordinates
- Team management
- Cultural savvy
- Building relationships with peers and seniors

Managing the Business

- Execution and operational savvy
- Innovation, creativity, & entrepreneurship
- Functional knowledge
- Gathering information, knowledge and insights
- Decision-making and problem-solving
- Acquiring broad organizational view and strategic insight

The top nine key events and experiences triggering these lessons are cited as: new initiatives, role models, fix-it / turnaround assignments, early job-related experience, international assignments, early life experience, lateral / cross-functional moves, increase in job scope, mistakes.

The research is also being conducted in China, in collaboration with the China/Europe International Business School (CEIBS). Data has been collected with Western and Chinese multinationals, family- and state-owned enterprises.

In Singapore, the focus has been on public sector leaders, in partnership with The Public Service Division and the Civil Service College.

The data collected is being used to develop training programs, tools and publications as well as to compare data with findings from similar studies in the U.S. and Europe.

During the past six months, data collection for the project has concluded with participating organizations in Singapore and India. Data from these two countries were combined with earlier data collected in Hong Kong and Japan. In total, more than 1,500 leaders participated in the survey.

Social identity influences our thoughts and actions in profound ways; we tend to categorize others into groups on the basis of similarities and differences. When meeting a new person, there is a natural tendency to evaluate whether that person is like or unlike oneself. This categorization and evaluation process leads to ties that “bind and blind.”

Similarities “bind” us to others but social identity ties can also “blind” us – by making us see only the best in our own groups and the worst in others. Why is it so important for leaders to gain awareness of their social identities? First, people’s membership in social groups affects how others see them, respond and react to them. Second, it helps leaders better appreciate the views of others and to see how and why they might have different ideas and assumptions about how to lead or what is right and wrong. This appreciation is essential for bridging differences effectively.

Based on these findings, the research team is now focused on analysis and developing practical leadership tools and techniques. One such example is the “Social Identity Mapping” tool that helps leaders develop a greater understanding of social identity – their own identity as well as the identities of those they lead. This tool has been published in a new CCL guidebook entitled “Social Identity: Knowing Yourself, Leading Others” and is also incorporated as a module in Advancing Global Leadership, a new CCL program that runs simultaneously in Asia, Europe and North America.

The Leadership Gap Study

Research is nearing conclusion on the leadership gap study with data collected from nearly 3,000 managers across the U.S., Singapore and India – mainly in the IT and financial services sector. Data collection for the study is expected to be complete by the end of March 2008.

The aim of the investigation is to reveal the state of leadership in organizations today by first identifying leadership skills that managers consider critical for success now and in the future, then examining how strong the leadership is in these critical skills. When we do not find alignment between current skills and perceived importance, we call the discrepancy a “leadership gap.” Preliminary results indicate that managers view the leadership skills of *leading people*, *managing change and strategic planning* as being important both now and in the future. However, these skills are not rated in the top 5 with respect to strength of leadership. This misalignment between the current skill and perceived importance strongly indicates the presence of a “leadership gap” across the countries and industries in our sample. A benchmark report which details leadership gap levels across IT and financial industries in the U.S., Singapore and India is expected to be available in July 2008, with forums and Webinars addressing the leadership gap during the latter half of the year.

Other Research

“Know Thyself:” The Key to Bridging Cultural Boundaries

Findings from CCL-Asia’s Bridging Cultural Boundaries research project indicate that, to lead effectively across cultural boundaries, leaders must develop awareness not only of their unique personality and preferences, but also regarding their “social identity.” Social identity refers to the individual’s knowledge of belonging to certain social groups, which include categories such as gender, age, ethnicity, race, religion, nationality, sexual orientation and socioeconomic status.

Global Voice of Leadership Activities in Asia

Global Voice of Leadership (GVOL) is the Center for Creative Leadership's initiative to make leadership development affordable and accessible to people everywhere. Through GVOL, CCL aims to advance creative leadership for the benefit of society worldwide.

"Where you come from, this leadership teaching may result in better management, better business practices. But here, it has the ability to save lives."

This sobering statement, from a participant in one of the first exploratory workshops conducted by the GVOL team, expresses the immense potential that leadership development has to transform individuals and society. Through GVOL, CCL is making leadership development more available on fronts with unique challenges. It has joined a growing movement to engage "base of the pyramid" regions occupied by the desperately poor, where it is estimated that four billion people – two-thirds of the world's population – live.

Says Lyndon Rego, manager of innovation at CCL and GVOL team member, "CCL, with what we know about developing creative leadership, has a great role to play in enabling people to work effectively together to address the great challenges of our time. We are exploring ways to share our intellectual property, working with other education and training entities to build global scale and local access."

In India, where 1.2 million non-governmental organizations (NGOs) work to serve the disadvantaged and exploited populations, CCL has collaborated with TISS, a highly regarded university in Mumbai focused on social work, HR and other human services professions, to create a leadership development program for senior NGO executives. The goal is for TISS and other universities in India to offer the program and to develop parallel offerings for government administrators and others. CCL's Global Voice of Leadership team is now prototyping models for youth leadership to be tested in Africa and Asia and exploring virtual coaching and mentoring offerings that can accelerate learning and development.

Learn more about GVOL and how to support its efforts at www.ccl.org/GVOL.

CCL Asia Support for World AIDS Day, 1 December 2007

As stated by U.N. Secretary General Ban Ki-moon, the theme of World AIDS Day 2007 was leadership. Without leadership, he said, "We will never get ahead of the epidemic."

In keeping with this sentiment, CCL donated a program scholarship for silent auction at an AIDS charities fundraiser at the United World College of Southeast Asia (UWCSEA). The CCL donation raised \$54800 dollars – the largest single contribution to the over \$575,000 raised for AIDS charities supported by the College.

Launch of CCL's Flagship Leadership Development Program in India

On 10 - 14 September 2007, CCL-Asia ran its flagship Leadership Development Program (LDP)[®] in India for the first time. The setting for the program was the Tata Management Training Centre (TMTC), in Pune, near Mumbai, the business capital of India. The Centre operates primarily as an in-house training centre for India's world renowned Tata Group. Housed in a gracious old-world structure, TMTC has rambling grounds and is surrounded by leafy trees, lawns, pathways and flower beds, providing a tranquil backdrop for the program.



Tata Management Training Centre

The majority of participants attending represented prestigious Indian organizations such as Ballarpur Industries and HT Media, as well as India-based multi-national corporations such as HSBC

and Marriott International. However, the program also attracted a number of participants from overseas to take part, including one from Hungary, one from Dubai and one from China. For them, the fact that they would have the chance to interact with leaders of Indian organizations was a particular attraction.

The program, which uses self-awareness tools and activities to enhance leadership capabilities, features extensive assessment, group discussions, self-reflection, small group activities and personal coaching. There is a strong focus on development planning, which ties program experiences to the context of the participant's workplace. Alumni typically describe the LDP as the singular development experience that has changed them the most, both personally and professionally.

On launching this program in India, CCL-Asia managing director Michael Jenkins said, "We are delighted that the first round has been so successful. India is becoming increasingly important in the global economy and leadership development is a key factor in that."

The launch of the program is the culmination of nearly two years of preparation and development, learning about the needs of Indian organizations and selecting and training a cohort of India-based leadership coaches who have specialized knowledge of business and leadership issues in India as well as globally.

Samar Halankar, program participant and editor for HT Media Ltd, commented: "I would recommend anyone who is having a crisis in understanding the people you lead or who is unsure of being a leader to attend the program. Even if you are confident in what you are doing and have the results to show for it, there are peripheral benefits. The greatest 'takeaway' for me was the chance to meet people from diverse backgrounds."

Judging by the comments of participants, the preparation paid off and the India LDP seems set to be a regular feature on the CCL program calendar.

Program Offerings

Individuals attending our open-enrollment programs benefit from a thorough assessment of their leadership strengths and developmental needs in a confidential, secure environment. They also work with a diverse and experienced staff that provides a variety of learning methods and opportunities. The practical application of learnings to their work environment, as well as the interactions with executives and managers from other organizations, provides specialized, targeted, and action-oriented strategies. For more information, visit our Web site at www.ccl.org/asia, e-mail asiaregs@ccl.org or call **+65 6854 6000**.

Custom Solutions

For further information on how CCL-Asia can deliver tailored educational solutions for specific organizational leadership challenges, please e-mail cclasia@ccl.org or telephone **+65 6854 6000**.

LEADERSHIP DEVELOPMENT PROGRAM (LDP)[®]

www.ccl.org/asialdp

2008 SCHEDULE	
DATE	LOCATION
12 May - 16 May	Singapore
30 Jun - 04 Jul	Singapore
18 Aug - 22 Aug	Singapore
08 Sep - 12 Sep	Singapore
13 Oct - 17 Oct	Singapore
01 Dec - 05 Dec	Singapore

2009 SCHEDULE	
DATE	LOCATION
23 Mar - 27 Mar	Singapore

ADVANCING GLOBAL LEADERSHIP

www.ccl.org/agl

2008 SCHEDULE	
DATE	LOCATION
24 Jun - 26 Jun	Singapore
18 Nov - 20 Nov	Singapore



About the Center for Creative Leadership

CCL[®] has been delivering programs in Asia since the 1980s. The increased importance of Asia in the world economy and the central role played by Asian managers – as a result of global expansion and integration – provided the impetus for the establishment in 2003 of CCL's Singapore campus.

The Center for Creative Leadership is a nonprofit, educational institution with international reach. For more than three decades, its mission has been to advance the understanding, practice and development of leadership for the benefit of society worldwide. Center staff members conduct research, produce publications and provide programs and assessment products to leaders and organizations in all sectors of society. Headquartered in Greensboro, North Carolina, the Center also has locations in Colorado Springs, Colorado; San Diego, California; Brussels, Belgium; and Singapore, as well as Network Associates around the world certified to offer selected Center programs.

CCL annually serves leaders from more than 3,000 organizations, both public and private, including two-thirds of the Fortune 500. Each year approximately 20,000 individuals participate in a CCL program, and 100,000 professionals complete a CCL assessment.



CCL-Asia Singapore

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These are just a few of our CCL-Asia staff members. To learn more about CCL-Asia, please visit www.ccl.org/asia.



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Joyce Jenkins
Editor

LEADAsia is published by the Center for Creative Leadership - Asia. One of the goals of **LEADAsia** is to be a forum for exchanging ideas and information about issues of importance to leaders in Asia. If you would like to contribute or to suggest a topic for an article, please e-mail the editor, **Joyce Jenkins**, at Leadasia@leaders.ccl.org.

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