Keys unlocking Asian leaders' potential to become Global Leaders

Lessons learnt whilst developing Global Leaders from Asia

+ best practice sharing by participants

with Jean-Francois Cousin
Singapore, 12th January 2017

www.greatness.coach
Jean-François Cousin, ICF Master Certified Coach, serving Clients across Asia and the Middle-East; former Senior Executive in Asia

Coaching and corporate experience

- Delivered over 9,000 hours of coaching to senior executives and teams since 2006
- Coached over 450 Asian leaders
- One of his main interests is helping leaders and organizations enhance collaboration and agility
- Held senior leadership positions in Asia & Europe for a Fortune-500 company (1998-2004)
- Director at the Global Board of the International Coach Federation 2017-2018

Successful Clients

Contact: jfc@1-2-win.net
About Asia’s GDP growth...
Indra Nooyi, CEO of PepsiCo. since 2006

http://www.pepsico.com/company/leadership
Francisco D’Souza, CEO of Cognizant Technology Solutions since 2007
Ajay Banga, CEO of MasterCard since 2010
Satya Nadella, CEO of Microsoft since 2014
Asian CEOs/Leadership in Fortune 500 companies

<table>
<thead>
<tr>
<th></th>
<th>Top 50</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEOs</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Senior Execs</td>
<td>5.4%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Managers</td>
<td>10.6%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Board</td>
<td>4.8%</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

Fortune 500 companies’ CEOs diversity:
- 10 Asian
- 4 African-American
- 10 Latinos
- 25 Women

Which people-traits in Asia are supporting its economic growth?
A few of Asian people-trait supporting Asia’s growth are global assets:

- Desire and energy for success
- Thirst for learning
- Connections
- Pragmatism
- Family-values in the work-place
- Resilience
Collaboration - *in tough times*
Flexibility - when change is unavoidable
Going forward, are those strengths enough?
The big picture and its hard truths:

- The easy part of the growth in Asia is over.
- Asian leaders now work in a global and ‘VUCA’ environment.
- Collaboration and agility critical to organizations’ success.

We need to grow Global Leaders... who can embed a collaborative and agile culture in their organization.
Apinya’s leadership development story

Early personality development
• No direct feedback
• ‘Be / do perfect’
• ‘Smile’ always
• Respect for senior people
• Take care of younger ones
• Family first, and Country too
• Education through memorization

A few issues at work
• Overloaded with work
• Risk/mistake avoidance, perfectionist
• Micro-management
• Teacher-like with subordinates
• Not expecting ‘juniors’ to think
• ‘Silo mentality’
Apinya’s leadership development story

Beliefs

I must avoid failure & protect my subordinates
I must ensure my department succeeds

Leadership

Paternalistic
Department-centric

Beliefs

I must grow my subordinates’ autonomy
I must ensure my company succeeds

Leadership

Empowering
Company-centric

Impact of her leadership development

• Increased self-confidence / self-trust; perfectionism removed
• Boss-subordinates relate as ‘adult-to-adult’
• Subordinates learn and grow from mistakes, and gain self-esteem
• Collaboration with other department soars, in support of company’s goals
Coaching story: Lily’s growth

Early personality development
• Raised by single mother
• Money scarcity
• First ‘job’ at 7
• Belittled by ‘friends’
• Focus on material success
• Exceptional resilience

A few issues at work
• Overly ambitious
• Wins over others, ‘always right’
• Chronic stress, highly emotional
• ‘All about me’ / ‘Diva syndrome’
• Constant need for external approval
• Manage by fear / high attrition
• Does not share much information
• Manages upwards very well
• No ‘big picture’ thinking
• No collaboration with other departments
Coaching story: Lily’s growth

Beliefs
I am not secure enough yet
Success is up to me

Management/Leadership
Focus on short-term wins
Insensitive / closed to others

Beliefs
I have enough, I can be more
Together, we all succeed at a higher level

Management/Leadership
Balance between ST and LT wins
Open to and supportive of others

Impact of her leadership development

• Relationships benefit from greater awareness of self and others
• Trust in self and others boost collaboration
• Long-term, strategic thinking improved
• Self-development, humility and vulnerability inspiring to others
Coaching story: Rajeev’s growth

Early personality development
• ‘Spoilt child’ by adoring parents
• Hyper-competitive schools / univ.
• Love of intellectual debates
• Meet highly educated people only
• Highly hierarchical environment
• ‘Boss always right’

A few issues at work
• Thinker, not doer
• Knowledge > performance
• Emotional
• Passing judgment
• Takes credit from others
• Doesn’t develop his subordinates
Coaching story: Rajeev’s growth

Beliefs
As a boss, I must have the smartest answers
Planning matters most

Management/Leadership
Directive
Conceptual

Shifts
Beliefs
As a boss, I must elicit the smartest answers
Planning and execution matter

Management/Leadership
See and activate the best in others
Conceptual and hands-on

Impact of his leadership development
- Less frustration, enhanced emotional intelligence
- Team-members speak up and sharpen their thinking
- Initiatives flourish and... happen!
- Team-members become engaged team-players
• Self-awareness and self acceptance
5 frequent areas for development for Asian leaders

• Self-awareness and self acceptance
• Healthy self-confidence
• Empowerment to promote initiative-taking
• Collaboration and agility across the company
• Worldwide business view & critical & long-term thinking
The path from self-awareness to productive relationships

- Self-awareness
- Self-acceptance
- Self-esteem & self-trust
- Mindful Growth
- Authenticity, Humility & vulnerability
- Openness to others
- Trust in others
- Empowerment

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From productive relationships to collaborative engagement

Collaborative engagement

Aligned & focused on company-centric goals

Team-members help others play at their best

Productive relationships

Authenticity, humility and vulnerability
From collaborative engagement to collaborative and agile organizational culture

- Collaborative and agile culture
  - Spread leaders’ beliefs & behaviors
  - Enhance organizational agility

- Collaborative engagement

- Productive relationships
  - Authenticity, humility and vulnerability
Keys for CEOs to unlock Asian Leaders’ potential to become Global Leaders

1. **Recognize and nurture their strengths... **If it ain’t broken...
   - Desire and energy for success
   - Thirst for learning
   - Connections
   - Pragmatism
   - Resilience
   - Entrepreneurship
   - Flexibility (when change is unavoidable)

2. **Challenge and support them out of their comfort-zone,** so they learn to build their peak-performance state and strengthen their sense of self-worth
Keys for CEOs to unlock Asian Leaders’ potential to become Global Leaders

3. Invite them to work intensively on an international project (or on missions abroad) and then present their conclusions to top management.

4. Involve them in transversal projects, with project team members from different countries.

5. Offer (bi-)monthly ‘developmental feedback sessions’.

6. Propose *global* mentors or/and coaches.

7. Challenge their thinking and curiosity: invite them to join think-tanks / strategic project teams.

8. Help them gain exposure and develop a world-wide network.
• Members of Philips’ top leadership talent-pool have to work for certain periods of time (typically 2-3 years) in at least
  – 2 different functions (e.g. finance and sales),
  – 2 different business units, and
  – 2 different countries.

• After having completed that successfully, the doors to top leadership positions are globally wide open.

Source: Philips Electronics’ MD in Thailand, November 2016
Keys for HR Leaders, to coach future Global Leaders from Asia

1. Assign them to different roles out of their comfort-zone (functions/operations, local/regional/global, different businesses)
2. Explore with them their inner-conflicts and vulnerabilities
3. Offer regular, constructive feedback, it liberates!
4. Discuss the impact of their leadership style on employees’ behaviors, and how to adjust it to embed the beliefs & behaviors they need in their organizations for greater success (in a VUCA world)
5. Support them to integrate the best of Eastern and Western leadership principles and wisdoms

+ Reinforce the bias for diversity in your organization (some Asian leadership traits are global assets)
**Talking points with Leaders in Asia: employees’ self-leadership in the organization**

<table>
<thead>
<tr>
<th><strong>SELF LEADERSHIP</strong></th>
<th>Rarely</th>
<th>Usually</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>You and your People...</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Are sincere, humble, and trustworthy</td>
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<td>Share ideas and propose initiatives</td>
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<tr>
<td>Dare to experiment, within reason, and learn from mistake</td>
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<tr>
<td>Jump in to solve problems</td>
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<tr>
<td>Embrace change out of their comfort zone</td>
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<td>Develop new skills</td>
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<td>Deliver on promises, without excuse</td>
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<table>
<thead>
<tr>
<th><strong>Sub-totals</strong></th>
<th>(A)</th>
<th>(B)</th>
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</thead>
<tbody>
<tr>
<td><strong>Overall Total</strong></td>
<td>((A) + 2 \times (B))</td>
<td>(\frac{14}{14})</td>
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</tbody>
</table>

Talking points with Leaders in Asia: relationships productivity in the organization

<table>
<thead>
<tr>
<th><strong>RELATIONAL LEADERSHIP</strong></th>
<th>Rarely</th>
<th>Usually</th>
<th>Always</th>
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</thead>
<tbody>
<tr>
<td>You and your People...</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Communicate with authenticity</td>
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<tr>
<td>Reach out to others</td>
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<tr>
<td>Seek others’ ideas and feedback</td>
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<tr>
<td>Listen for value in what others say</td>
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<tr>
<td>Care for and support others</td>
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<tr>
<td>Help others grow and play at their best</td>
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<tr>
<td>Trust and empower others, within reason</td>
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<td></td>
</tr>
<tr>
<td>Sub-totals</td>
<td>(A)</td>
<td>(B)</td>
<td></td>
</tr>
<tr>
<td>Overall Total = ( (A) + 2 \times (B) )</td>
<td></td>
<td></td>
<td>/ 14</td>
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</tbody>
</table>

# Talking points with Leaders in Asia:
collaborative engagement within teams

<table>
<thead>
<tr>
<th><strong>Team Leadership</strong></th>
<th>Rarely</th>
<th>Usually</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Team members across your Organization...</em></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Maintain clarity on roles and responsibilities</td>
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<tr>
<td>Play by the team’s rules</td>
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<tr>
<td>Agree on the organization’s Vision</td>
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<tr>
<td>Prioritize team goals vs. personal goals</td>
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<tr>
<td>Speak frankly with each other</td>
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<tr>
<td>Trust each other</td>
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<tr>
<td>Discuss the real problems together, even when it is uncomfortable</td>
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</tr>
<tr>
<td><strong>Sub-totals</strong></td>
<td>(A)</td>
<td>(B)</td>
<td></td>
</tr>
<tr>
<td><strong>Overall Total = (A) + 2 x (B)</strong></td>
<td></td>
<td></td>
<td>14</td>
</tr>
</tbody>
</table>

An exercise a leader can go for with her/his LT: define with your team the behaviors they will role-model for the team to engage collaboratively

**Example:**

<table>
<thead>
<tr>
<th>‘Rules of the Team Game’</th>
<th>Supportive Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Team’s goals override individual goals</td>
<td>- We act for the greater good of the organization</td>
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<td>- We are equally engaged</td>
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<td>- We clarify our responsibilities</td>
<td>- We listen for value in different opinions</td>
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<tr>
<td>- No blaming</td>
<td>- We build on each other’s ideas</td>
</tr>
<tr>
<td>- No excuses</td>
<td>- We help each other play at our best</td>
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<tr>
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<td>- We follow-up on our decisions until success</td>
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<tr>
<td>- We hold each other accountable to play by our rules</td>
<td>- We hold each other accountable to model after our chosen behaviors</td>
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</tbody>
</table>
## Organizational Leadership

**Your People...**

<table>
<thead>
<tr>
<th></th>
<th>Rarely</th>
<th>Usually</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are aligned with, motivated by, and proud about the Way Forward</td>
<td></td>
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<tr>
<td>Share supportive beliefs and behaviors</td>
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<td></td>
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<tr>
<td>Grow their self-esteem and authenticity</td>
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<td></td>
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</tr>
<tr>
<td>Have a bias for diversity of ideas</td>
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<tr>
<td>Continuously raise the bar for performance</td>
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<tr>
<td>Nurture healthy work practices</td>
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</tr>
<tr>
<td>Maintain productive collaboration across departments</td>
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<td></td>
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</tr>
</tbody>
</table>

Sub-totals: (A) + 2 x (B)

Overall Total = (A) + 2 x (B) / 14
Downloadable exercises enhancing self-awareness

**SELF-AWARENESS EXERCISES**

A complement to the book "GAME CHANGERS AT THE CIRCUS "
by Jean-François Cousin


Be wise: know yourself, become confident and humble

You have noticed that great persons and great leaders embody that blend of authenticity and vulnerability which generates trust from others. They know who they are, act in congruence with their values, and don’t let fears thwart their progress.

I invite you to follow a few steps that deliver such strength of character and wisdom:

- Foundational self awareness:
  - update yourself about who you are, your positive traits, negative traits, strengths, talents, over-used strengths and weaknesses, through self-reflection and guided conversations (‘mini-360°’) with trustworthy people close to you
  - identify your 10 core-values
Finding More of Your Inner-Greatness

from the book “GAME CHANGERS: THE CIRCUS TRANSFORMATION”
by Jean-François Cousin

Grow and flow towards your greatness

Extraordinary people visualize not what is possible or probable, but rather what is impossible. And by visualizing the impossible, they begin to see it as possible.”

Dr. Chérie Carter-Scott

Let’s start to unwrap the gifts of greatness you received, and unfold the most amazing story that may be: yours...

It won’t be about you becoming a different person. It will be about you becoming more of who you are, by mobilizing more of your inner greatness.

At a concert I attended, Lady Gaga’s first message to her 60,000 ‘little monsters’ was “let go of your fears, your insecurities, [reach for] your hopes, your dreams, your potential, your future!” A mantra she is really serious about, as her life-experience demonstrates its very true.
Learn more about developing global leaders in...

Available at Kinokuniya in Singapore, MPH bookstores in Malaysia, Asia Books and Kinokuniya in Bangkok and on Amazon (paperback, Kindle / ebook)
Best practice shared by participants

1. Asian Leaders must combine international exposure and understanding of local markets
2. Formalize a global internal mobility strategy
3. Have HQ people more knowledgeable and appreciative about the Asian Way and the local cultures differences
4. Provide feedback early in a career
5. Develop listening skills at an early stage in Asian leaders
6. Move leaders across countries
7. Job ‘AirBnB’ concept (employees swap jobs for a while)
APPENDIX

Keys unlocking Asian leaders' potential to become Global Leaders

Lessons learnt whilst developing Global Leaders from Asia

by Jean-Francois Cousin
Singapore, 12th January 2017

www.greatness.coach
The end-game: attain 4 leadership-levels enabling Agility and Collaboration across the organization
<table>
<thead>
<tr>
<th>Steps to master Leadership Levels</th>
<th>Outcome</th>
<th>Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Self Leadership</strong></td>
<td>Leaders ‘drop the mask’ and become authentic and vulnerable; they bring out the best in themselves</td>
<td>Employees follow such leaders with sincerity and energy</td>
</tr>
<tr>
<td>• Self awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Self acceptance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Personal growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Self confidence</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Relational Leadership</strong></td>
<td>Leaders ‘lift others up’ and bring out the best in others</td>
<td>Relationships become more productive; leaders groom leaders at all levels</td>
</tr>
<tr>
<td>• Openness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Helping others grow</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Team Leadership</strong></td>
<td>Teams ‘get their acts together’ and bring out their best collective performance</td>
<td>Collaborative engagement soars</td>
</tr>
<tr>
<td>• Choose as a team a ‘Great Way forward’ towards high performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Decide how the team will ‘play together’ to change the game and get there</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4. Organizational Leadership</strong></td>
<td>A Culture of Greatness and high performance is established within the organization</td>
<td>Employees are highly engaged, and accountable; bolder and more profitable growth strategies; greater contribution to society.</td>
</tr>
<tr>
<td>• Inspire employees to adopt beliefs and behaviours that support progress towards high performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Enhance organizational agility ruthlessly</td>
<td></td>
<td></td>
</tr>
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For your reference
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</tbody>
</table>
Example of beliefs / behaviors nurturing an agile and collaborative Culture in Asia

<table>
<thead>
<tr>
<th>We connect truly with one another</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beliefs</strong></td>
</tr>
<tr>
<td>Authenticity and trust inspire reciprocity</td>
</tr>
<tr>
<td>It is more productive to look for the best in others than to obsess about their flaws</td>
</tr>
<tr>
<td>Everyone has worthwhile and different things to say; we find better solutions to our problems with diverse ideas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>We grow capabilities, initiative, and accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everyone has potential; It is our duty (and it is rewarding) to help unleash more of it</td>
</tr>
<tr>
<td>Blame promotes the fear of mistakes and discourages initiatives; Tolerating excuses decreases accountability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>We tightly collaborate to delight audiences beyond their expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration and agility are critical to Greatness and its sustainability; Celebrating progress motivates to sustain the efforts required</td>
</tr>
<tr>
<td>The quality of Customers’ experience determines our future</td>
</tr>
<tr>
<td>Solving problems from the perspective of “What can best serve our Circus’ purpose?” yields greater good for the Circus</td>
</tr>
</tbody>
</table>
'Allow yourself to disconnect... to reconnect...'
- Jean-Francois Cousin

Have glorious Sunday everyone!
UNLEASHING THE GREATEST STORY THERE MAY BE: YOURS...

We partner with Leaders and Teams to unleash more of their greatness and inspire their world.

MISSION

We partner with our Clients to unleash more of their personal and leadership Greatness. We do so with a proven strategy that delivers results, both at personal and professional levels.

Along their inside-out journey, our Clients heighten their well-being and mindfulness, and overcome busyness and complexity. Then they soar with authenticity, purpose and poise.

We serve outstanding Chairmen and Chairwomen, CEOs, Regional Presidents, Country Managers in Asia, both as explorers of their personal and leadership Greatness and as challenging thinking-partners with unbiased perspectives.

Greatness Leadership Coaching coaches the ‘whole’ of the Client, with the support of a complete team of experienced professionals, all the way to sustainable outcomes.
There are autocratic lions in a workplace. And there are peace-loving elephants, nonchalant chimps, eager beavers, single-tracked eagles, and self-centric snakes too. All protect a crippling status quo until a game changer joins and unleashes greater possibilities. Will you be a game changer at your circus?

Written in two parts, Game Changers at the Circus first tells a compelling fable about the transformation of a sluggish circus where animal leaders were stirred into dropping their silo-mentality and producing together the greatest performance possible.

Then “The Game Changers’ Leadership Workbook” offers straightforward and proven steps leaders and their teams can apply to convert even the most toxic workplace into a positive environment with a culture of Greatness.

Free, downloadable tools, exercises, case studies and resources:

- ACTION PLAN – book GAME CHANGERS at the Circus
- ASSESSMENT – book GAME CHANGERS at the Circus
- Game Changers – Spiral
- Self-awareness exercises – GAME CHANGERS at the Circus
- CASE STUDIES – book GAME CHANGERS at the Circus
- Finding more of your Inner-Greatness – book GAME CHANGERS at the CIRCUS
- 10 simplest tips for motivation at zero-cost – book GAME CHANGERS at the Circus
- Revitalize – book GAME CHANGERS at the Circus
- Empowering choices – book GAME CHANGERS at the Circus
- Greatness inside-out – book GAME CHANGERS at the Circus
- Game Changers Sample Pages

http://www.greatness.coach/book

“Game Changers at the Circus is a unique and charming story with important lessons for every leader. Read this book and make a positive difference in your organization!”

Ken Blanchard, coauthor of The New One Minute Manager® and Leading at a Higher Level