

# Leadership and People Performance Development Forum Asia 2012

Connecting Leadership, Culture and Performance for Improved Business Outcomes and Organisational Resilience

## FEATURED SPEAKERS



**Nora Abd Manaf** Senior Executive Vice-President, Head Group Human Capital  
**Maybank**



**Amor C. Villalon** Regional Director, People and Organisational Capability  
**Fujitsu Asia Pte Ltd**



**Kala Kularajah** Senior Vice-President, Chief Talent Officer  
**Maxis Berhad**



**Aditi Madhok-Naarden** Vice-President, Talent and Development  
**Deutsche Bank AG, Asia-Pacific**



**Peter Hope** Director, Leadership and Talent, Asia-Pacific  
**Aviva Asia Pte Ltd**



**Fariha Salahuddin** Project Leader, Talent Development, Emerging Markets and Asia-Pacific  
**GlaxoSmithKline**



**Che Yaneza** Assistant Vice-President, Learning and Development  
**MediaCorp**



**Sureish D. Nathan** Vice-President, Asia-Pacific  
**Center for Creative Leadership**



**Cameron Francis** Chairman and CEO Asia  
**Harbour Future Leaders**



**Dr Thomas Menkhoff** Associate Professor of Organisational Behaviour and Human Resources (Practice) - Lee Kong Chian School of Business  
**Singapore Management University**



**Desley Khew** Senior Consultant  
**Linkage Asia**



**Denise Morris Kipnis** Principal  
**ChangeFlow Consulting**



**Tan Swee Heng** Director Singapore  
**Leadership In International Management (LIM) LLC**



27 & 28 March 2012  
Pan Pacific Singapore

**Post-Forum Workshops**  
29 March 2012

## EXPLORE

- Linking Leadership Development to Enterprise Goals and Outcomes
- Establishing and Sustaining a Culture of Peak Performance
- Building an Agile, Resilient and Change-Responsive Workforce
- Equipping Leaders to Manage and Motivate Diverse Teams

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# Day One 27 March 2012

8.30 - 8.55 **Registration and Morning Coffee**

8.55 - 9.00 **Official Welcome and Opening Remarks from the Chair**

9.00 - 9.45 **OPENING EXPERT KEYNOTE**

## Building World-Class Leaders in Asia

Across the globe effective leadership development is increasingly being considered a critical plank in transforming organisations to perform in a competitive and uncertain economic environment. This is particularly the case in Asia, where HR practitioners are in the front seat of executing transformation strategies as they build the human capital and leadership capability required to create agile, resilient organisations which can thrive in the fastest growing region in the world. Linkage Asia specialises in delivering customised leadership development programs for local and international clients across Asia. Desley Khew will kick-start the forum by reflecting on:

- Current and future trends in leadership development
- Ways to maximise talent and overcome leadership succession challenges

**Desley Khew** Senior Consultant  
Linkage Asia

9.45 - 10.00 **Questions and Discussion**

10.00 - 10.45 **CASE STUDY**

## Adopting Integrated Talent Development Strategies

As one of the leading pharmaceutical companies in the world, key to business growth at GlaxoSmithKline is a holistic approach to leadership and talent management. Fariha Salahuddin has worked in the Banking, FMCG and Pharmaceutical Industry. In this session she will draw on her experience to discuss an integrated approach to leadership and talent management which is focused on building leadership capability to meet key organisational challenges. Key points covered:

- Devising end-to-end talent development strategies and identifying emerging leaders
- Tips for empowering line managers to deliver the talent agenda
- Ways to develop the leadership pipeline through emerging talent

**Fariha Salahuddin** Project Leader, Talent Development, Emerging Markets and Asia-Pacific  
GlaxoSmithKline

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **CASE STUDY**

## Repositioning and Sustaining a Peak Performing Workforce

Maybank continues to lead the banking sector in Malaysia, operating in 17 countries and serving over 21 million customers. Key to the bank's continuous success is

making strategic human capital investments that foster productivity and align staff performance with business goals and objectives. In this session Nora Abdul Manaf will draw on her considerable experience in rolling out people and culture transformation initiatives in an organisation of over 42,000 employees worldwide. Areas covered include:

- An overview of the Maybank talent management framework
- Maximising performance through an integrated approach of employee engagement and organisational development
- Identifying the right leadership development interventions for different levels of staff

**Nora Abd Manaf** Senior Executive Vice-President,  
Head, Group Human Capital  
Maybank

12.00 - 12.15 **Questions and Discussion**

12.15 - 1.15 **Networking Lunch**

1.15 - 2.00 **CASE STUDY**

## Embedding Leadership Development across the Enterprise

Fujitsu is a leading provider of ICT-based business solutions for the global marketplace with nearly half of the Fortune Global 500 companies relying on Fujitsu for their technology needs. The company employs approximately 172,000 employees supporting customers in 70 countries and place a high importance on the propagation of leadership development across all levels of the organisation as a key element in driving growth. Amor Villalon works on frameworks to further people capability to support Fujitsu's performance and in this session she will share best practices on:

- Ensuring holistic development of talent at Fujitsu
- Embedding leadership development at all levels of the organisation
- How effective leadership can drive high-performance teams

**Amor C. Villalon** Regional Director, People and Organisational Capability  
Fujitsu Asia Pte Ltd

2.00 - 2.15 **Questions and Discussion**

2.15 - 3.00 **CASE STUDY**

## Building Leaders for Organisational Success

Core to Aviva's people performance and development is a progressive approach to talent management focused on engaging employees, identifying their true potential and building on leadership strengths that will contribute to the organisation's growth and success. Peter Hope is responsible for driving leadership capability, talent management and organisational development initiatives globally for Aviva. With more than a decade's experience in the financial services and insurance industry, Peter will draw on his work at Aviva and extensive HR experience to discuss:

- Utilising a suite of leadership development programs targeted at all levels of the organisation
- The importance of in-house leadership and management programs and engaging leaders to teach other leaders

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- Achieving sustainability through on-going employee development opportunities

**Peter Hope** Director, Leadership and Talent, Asia-Pacific

**Aviva Asia Pte Ltd**

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3.00 - 3.15 **Questions and Discussion**

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3.15 - 3.30 **Afternoon Tea**

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3.30 - 4.15 **INTERACTIVE EXPERT KEYNOTE**

### **Unlocking the Potential of Leadership Experiences**

Whilst the importance of developing leaders via experiences and assignments is well established in many organisations, the challenge for many HR staff lies in fostering the developmental relationships required to cement key learning outcomes and connect the experience to behavioural change and results. The Center for Creative Leadership has conducted extensive research into this subject in partnership with organisations from China, India, Singapore and the US. In this interactive and highly-engaging session they will draw on their findings to discuss:

- The role of developmental relationships – key differences throughout Asia
- Building coaching capability as a key learning enabler
- What does an effective developmental conversation sound like? An interactive demonstration.

**Sureish D. Nathan** Vice-President, Asia-Pacific  
**Center for Creative Leadership**

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4.15 - 4.30 **Questions and Discussion**

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4.30 - 5.15 **CASE STUDY**

### **Designing a Successful Leadership Capability Development Framework**

MediaCorp is Singapore's leading media company with the most complete range of platforms spanning television, radio, newspapers, magazines, movies, digital and out-of-home media. The company is driven by the recognition that employees are crucial to organisational growth and that strong talent management and leadership development practices will be key to on-going success. Che Yaneza oversees the design framework for building leadership pipelines and in this session she will share:

- Practical tips and key factors in establishing leadership development programs
- Tools to assess leadership potential and empower people to succeed

**Che Yaneza** Assistant Vice-President, Learning and Development  
**MediaCorp**

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5.15 **Questions and Discussions**

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5.30 **Concluding remarks from the Chair**

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5.30 **Networking Reception**

## Day Two 28 March 2012

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8.30 - 8.55 **Registration and Morning Coffee**

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8.55 - 9.00 **Opening Remarks from the Chair**

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9.00 - 9.45 **OPENING CASE STUDY**

### **Aligning Talent Programs with Performance Management Objectives**

Maxis are the leading mobile communications service provider in Malaysia with over 11.4 million mobile subscribers as of 30 June 2009. The Company has pioneered and led the Malaysian market in delivering innovative mobile products and services utilising leading-edge technology. This success has been driven by a workforce of personnel that are responsive to change and are aligned to the organisation's goals. Kala is responsible for driving talent management, leadership development and creating a pool of future leaders within Maxis. In this session she will highlight:

- Building talent development initiatives that drive performance
- Gaining senior employee engagement in talent development programs
- Empowering the development of future leaders

**Kala Kularajah** Senior Vice-President, Chief Talent Officer  
**Maxis Berhad**

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9.45 - 10.00 **Questions and Discussion**

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10.00 - 10.45 **CASE STUDY**

### **Leveraging Leadership Strategies to Enhance Business Performance**

Deutsche Bank is a leading global investment bank with a substantial private clients franchise. A leader in Germany and Europe, the bank is continuously growing in North America, Asia and key emerging markets. With more than 100,000 employees in 73 countries, Deutsche Bank offers unparalleled financial services throughout the world. The Bank firmly believes that their people are key to their success and therefore, support their people in a wide range of ways. From focusing on performance to supporting employees' personal and professional development, Deutsche Bank takes their commitment to their people very seriously. In this session, Aditi will share:

- Bringing 'A Passion to Perform' to life – developing passionate employees
- Building leadership capabilities to adapt to ever changing business environments
- Tips on succession planning approaches for senior level managers

**Aditi Madhok-Naarden** Vice-President, Talent and Development  
**Deutsche Bank AG, Asia-Pacific**

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10.45 - 11.00 **Questions and Discussion**

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11.00 - 11.15 **Morning Tea**

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# Aligning leadership, talent and business goals

## 11.15 - 12.00 KEYNOTE EXPERT PRESENTATION

### Linking Leadership Development with Enterprise Goals and Objectives

In an uncertain and challenging business environment where all human capital investments must be carefully justified, of pivotal importance to the success of leadership and human capital initiatives is the ability to align such programs closely with the broader goals and objectives of the organisation. In this lively session, Cameron will draw on HFL's extensive experience in assisting companies to align leadership with business goals and his personal passion for this challenging subject to discuss:

- Aligning leadership programs to the broader business plan
- Tracking results and delivering measurable business impact
- Delivering a successful business case to C-level executives

**Cameron Francis** Chairman and CEO Asia  
**Harbour Future Leaders**

## 12.00 - 12.15 Questions and Discussion

## 12.15 - 1.15 Networking Lunch

## 1.15 - 2.00 EXPERT PRESENTATION

### Key Trends in Leadership Development

Dr Thomas Menkhoff is one of the leading authorities in knowledge leadership in Asian business and society with extensive consulting experience in the areas of human capital management, small business development and knowledge governance. In this insightful session Dr Menkhoff will draw on his consulting, research and teaching experience to reflect on 3 key trends which can assist HR practitioners in developing high performance leaders:

- The rise of Asian leadership (or what is so 'Asian' when it comes to 'Asian' leadership?)
- The power of ego-absent (mindful) leadership – creating productive and happy work environments
- The ROI of authentic (felt) leaders – leadership development with a difference

**Dr Thomas Menkhoff** Associate Professor of Organisational Behaviour and Human Resources (Practice) - Lee Kong Chian School of Business  
**Singapore Management University**

## 2.00 - 2.15 Questions and Discussion

## 2.15 - 3.00 THINK TANK

### Approaches to Leadership Development in Practice

From Strengths-Based Leadership, Values-Based Leadership, Integral Leadership to Transformational Leadership to name but a few, it is safe to say that there are a multitude of philosophies and models available for HR practitioners to subscribe to when developing their leaders, of course with each model offering unique benefits depending on organisational circumstances. In this engaging and interactive break-out session we will draw on the pool of experience in our delegate body to share

and discuss the approaches being utilised in practice; what is working, what isn't, and what we can take away from the experiences of our peers to refine programs back in the office.

## 3.00 - 3.15 Questions and Discussion

## 3.15 - 3.30 Afternoon Tea

## 3.30 - 4.15 EXPERT PRESENTATION

### Building Culturally Intelligent Leaders for Workforce Performance

In an increasingly globalised business environment, a key challenge for HR practitioners in driving workforce performance is building the ability of leaders to engage and manage culturally diverse teams. Denise's work focuses primarily on aligning strategy, processes and structures to increase organisational performance, effectiveness, and sustainability. Key to her approach is fostering diversity and inclusion in people development strategies and her consulting experience spans a number of industries and countries. In this session, Denise will share practical frameworks and methods for:

- Engaging leaders to tap into the power of diversity
- Building the capability of managers to lead culturally diverse teams
- Creating a peak-performing multicultural workforce

**Denise Morris Kipnis** Principal  
**ChangeFlow Consulting**

## 4.15 - 4.30 Questions and Discussions

## 4.15 - 4.30 Concluding Remarks from the Chair and Close of Forum

## WHO WILL ATTEND

- Leadership Development
- Human Resources
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- People Capability
- Training
- Organisational Development
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- Talent Management

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# Workshops 29 March 2012

## 9.00 - 12.30 **WORKSHOP A**

### **Creating and Sustaining a Culture of Peak Performance**

Key to achieving significant cultural change and a productive, high performance workforce is the execution of an effective leadership development and team coaching program. In addition to 1:1 coaching, many organisations are looking at how to develop leaders who can foster shared leadership using a team coaching style of leadership within their senior executives to harness the positive benefits which team coaching can have on culture, retention and performance. In this workshop, participants will have a chance to experience various team coaching tools first-hand, covering key topics such as:

- Tapping action reflection learning principles to achieve improved results and motivation
- Using team coaching to help solve business challenges, and develop their talents at the same time
- Linking team coaching to leadership development programs
- Sustaining behavioural change and achieving business impact

#### **Expert Facilitator: Tan Swee Heng** Director, Singapore **Leadership In International Management (LIM) LLC**

Swee Heng, LIM Director and principal learning coach in Singapore, has 30 years of senior leadership and management experience in Singapore and Asia. Before becoming a professional coach and trainer, his previous work experiences include helping Deloitte and Reed Elsevier establish high performance culture and systems for sustained performance. Swee Heng works with senior leaders & HR teams in Asia to successfully deliver key leadership, talent and organizational development results. He coaches and trains in China, Hong Kong, India, Thailand, Philippines, Malaysia, Singapore and Indonesia, using his vast experience to raise leadership quality and culture that are necessary to increasing profits and efficiency, reducing costs and retaining talents. Swee Heng has an MBA In International Management from the Royal Melbourne Institute of Technology (RMIT) and a business management degree from Murdoch University. Besides being a qualified Learning Coach, Swee Heng is also a Certified Professional Trainer and is certified to equip executives to interact more effectively using the Social Style communication tool.

## 12.30 - 1.30 **NETWORKING LUNCH**

## 1.30 - 5.00 **WORKSHOP B**

### **Achieving Business Alignment: Connecting Leadership, Culture and Business Performance**

CEOs are increasingly recognising the strong connection between leadership, culture and business performance. Therefore, many organisations are currently investing more time and resources in this area. While important headway is being made by HR practitioners towards achieving business alignment, the challenge for many lies in establishing a clear line of sight between interventions and the business plan and succinctly articulating and demonstrating this to senior management. In this highly interactive and practical session the facilitator will present a range of real-life examples and invite participants to share their challenges and progress in this area, covering:

- Developing comprehensive multi-level leadership programs
- Building leadership capability for driving a performance culture
- Aligning human capital and leadership development to the business plan and measuring its impact on execution
- How to build trust
- Developing a definable process for aligning human capital and leadership capability with business goals

#### **Expert Facilitator: Cameron Francis** Chairman and CEO Asia **Harbour Future Leaders**

Cameron is an organisational psychologist and the founder and CEO of Harbour Future Leaders. His current role as CEO Asia is to acquire and develop global best practices in leadership assessment, development and talent management, as well as to attract, develop and retain a team of outstanding thought leaders and experienced consultants. With just on 20 years of experience in the fields of prediction, assessment, and development of leadership skills and competencies; as well as international training in Psychometrics, Assessment and Development Centre best practice and Emotional Intelligence assessment – Cameron is one of the most knowledgeable Talent Management consultants in the Asia-Pacific region.

## ABOUT THE FORUM

In an uncertain, dynamic and often volatile business environment, the key differentiating factor for high-performing organisations is that they have developed resilient leadership capability. As progressive organisations increasingly recognise the linkages between strong leadership, organisational culture, workforce productivity and successful business outcomes, the role of the HR practitioner has moved decisively into the spotlight as a key enabler of organisational strategy and performance.

In an environment that demands close scrutiny of HR spend and an increasingly evidence-based approach to human capital development, the need for a platform whereby practitioners can candidly share innovations, lessons learnt and success stories has never been higher. This forum will highlight a range of practical case study examples and hand-picked expert insights which will demonstrate how HR staff can cost-effectively optimise leadership and human capital initiatives to galvanise their organisations for turbulent times and secure a path for sustained growth.

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