

CONNECTING

OVER

VIDEO

ISOLATION

DISTANCING

**19 ARTICLES TO HELP YOU TO SUCCEED
DURING DIFFICULT TIMES.**

COMPILED BY *Anwar Jumabhoy, The Entrepreneur Doctor*

BY 19 AUTHORS ON LEADERSHIP, RESILIENCE, INNOVATION, TEAM BUILDING & CHANGE



About This Book

June 2020

A few weeks ago, 55 members of our association each agreed to write a short article that could offer help, ideas, comfort, perspective, solutions, or just a friendly word to someone out there in the world. A person like you, going through this global pandemic with us. You received 19 of those articles, carefully curated by the person who sent it to you. I truly hope this collection inspires you. Because how my community made this has truly inspired me.

Hi, I'm Cathy Johnson, the 2019-20 President of Asia Professional Speakers Singapore. We are a community of speakers, trainers and subject matter experts who speak for a living. Many of our members speak at conventions or train large groups in organisations around the world. And Covid-19 has decimated that part of their business. Yet they are continuing to help, serve, encourage, support, guide and inspire.

Times like these can reveal the true character of a person. And I am so proud of the character displayed by these people and this community.

It's been a tough time to be the President of this association. It's a tough time to be a leader anywhere. But it's the storm that makes the sailor. What makes it rewarding during the storm is the community rallying around you.

I'd like you to know that our community is rallying around you. We wrote 55 articles. You've received 19 of them here. If you'd like to read the others, come and [visit us online](#) where you'll find all 55. While you're there, you can learn more about our amazing members who are all worth connecting with.

If you're a business leader, our speakers may have solutions for your challenges right now.

If you're interested in professional speaking, it's a tough time right now! But we do have a wonderful community, monthly meetings, virtual training, coaching, mentoring, an upcoming virtual convention and an amazing global community that can support your development.

We're here for you. We're rallying around you.



Cathy Johnson
President (2019-2020)
Asia Professional Speakers Singapore

www.asiaspeakers.org

admin@asiaspeakers.org



Asia
Professional
Speakers
Singapore

The World Will Never Be The Same

by Anwar Jumabhoy

"The world will never be the same once you've seen it through the eyes of Forrest Gump."

This was the tagline from this 1994 movie that I love. Tom Hanks starred in this movie that exposed many flaws in the way the world works.

1994 was a significant year for another reason. It was the year Jeff Bezos founded Amazon. This was followed by other entrepreneurs who created technology giants we are familiar with. Innovation was unleashed by the internet and disruption happened!

Entrepreneurs recognizing changing consumer drive disruption. In the 1990s demand patterns were impacted by the ease of access to the internet. In 2020 we are again witnessing changing consumer needs at a time when technology is on steroids!

Before I write my thoughts let me salute the work by doctors, nurses and all front-liners. They have been supported by bold leaders making tough decisions. A few leaders have also had their flaws exposed. I am reminded of another line from the movie; "Sometimes we all do things that, well, just don't make no sense". Making tough decisions is what entrepreneurs and leaders have in common.

Whilst my wife and I live in Kuala Lumpur, our four children have settled in different cities; Singapore, Mumbai, London and San Francisco. We are living connected and disconnected.

Grateful To Technology For Connectivity

We are grateful to be safe and connected. Muslims recently celebrated Hari Raya after a month of fasting – Ramadan, and I was the only one at home. My wife was in Singapore for a visit, unable to return. Same for the kids, who are in lock-downs! Instead of having meals on the same table, we exchanged pictures of meals eaten at different times and made video calls.

We have all spent time reaching out to old friends, relatives and work colleagues to give them a "thumbs up". I don't think there has ever been a time in our life, that the whole world, rich or poor, weak or strong, and people of all faiths, have been united in a simple prayer.

God, please keep us safe and deliver us from this pandemic.

Meanwhile, we have stopped shaking hands, giving hugs and stand further apart from strangers. This imposition of unnatural behaviours has created an awkwardness. I confess, that I do miss the touch, feel as well as smell and hope the new world will allow this to return.

Communities Are Open While Borders Are Closed

My sense of community has changed. We were previously limited by geography – the people you could have a meal with, a drink with or visit. Distances have become irrelevant. For many borders opened, not closed in this period.

This has been my experience with the Asia Professional Speakers Singapore. It was a challenge to get to the physical venue in Singapore. Now, I participate actively and my interaction is no different to members based there. The benefits have been extraordinary. There are so many other communities that have gone online and opened access to the public. Events are happening daily on LinkedIn, Facebook, etc. that provide both a learning and a connecting opportunity.

I have attended many over the last two months. These come to mind; the Global Digital Conference by the Financial Times of London, Bill Gates speaking with Chris Anderson and Arundhati Roy imploring us to emerge from “The Pandemic is a Portal” as better people. We are all equal online participants and united across countries seeking wisdom, hope and courage to build a better world.

Entrepreneurs Are Not Different People, They Just Do Things Differently

This is the mantra of entrepreneurs. Jeff Bezos and others leveraged technology to remake old business models. Today we are seeing entrepreneurs help communities; from distributing food to providing transport, making personal protection equipment, and helping small businesses move onto digital platforms.

Will they go on to build the mega-companies of the 1990s? I do not think so. Not because they cannot, but because their values are different. This new generation of entrepreneurs want to heal the world. Will it lead to a more equitable world where living conditions, access to food, health and education will become universal human rights? I am optimistic.

Other small business owners, like myself, have remade our businesses and learned new skills. What has comforted me and the message I have been able to pass on is simple. Reflect on the setbacks in your life, you were younger, less resilient and less skilled, yet you prevailed.



The world will never be the same. It will be better and more connected.



Anwar Jumabhoy

Anwar is passionate about helping companies find success by adopting the nine “entrepreneurisms”. He is an active virtual speaker and coach, drawing on more than 30 years of management experience. He follows technology companies and trends across the world.

www.AnwarJumabhoy.com

anwar@jumabhoy.com

What's Your Plan B?

by Dhruvi Shah

As coronavirus takes its grip on the world, the air is thick with trepidation. Countries continue to be in lockdown. The number of cases is now in the millions. There are at least a dozen articles every day trying to predict the future. **#newnormal**

If we were in an opera or a musical, as the events unfold, we would hear a dramatic score playing in the background - an ominous tune that spells the advent of an apocalypse.

But, hold on! Let's pause here.

Take a deep breath and look around. What are some of the positives you see? Are you well? Do you have a roof over your head? Is the aroma of a freshly cooked meal wafting through the air? If you answered yes to any of the above questions, then it's time to stop that background music of doom and take back control.

Why Create A Plan B?

As an entrepreneur, you likely know the importance of pivoting when things go awry. To help them pivot, many entrepreneurs create a Plan B or even a Plan C to activate when the need arises.

These contingency plans are key to building your resilience. When you are faced with adversity and when your original plan goes out of the window, you can immediately switch to Plan B.

Your plan B or C may not be the most desirable plan, but they may be necessary to take you through tough times. For instance, certain species of snakes, opossums, and young fire ant workers play dead to throw off the predators. It is about survival. Thankfully, you do not have to play dead, but for you and your business to be resilient, creating an alternate plan is critical.

How Can You Create Your Plan B?

Before you take the steps to create your Plan B, you need to commit to it. It must be as well laid out and as detailed as your original plan.

Ask yourself the following questions to create your Plan B:

- 1. What are you most passionate about?** How can you keep working towards it? For instance, if speaking opportunities are drying out for the time being, what can you do to upskill yourself in the meantime? Is there someone you can partner with to create something unconventional?
- 2. Who can you lean on for personal and professional support?** Approach your circle of trust to brainstorm ideas. You can always reach out for help. All you have to do is ask and you will see a community of people around you who are willing to go the extra mile for you.



3. **How will you achieve Plan B?** Have you set goals for yourself - both short term and long term? Create specific goals, start small and then keep adding to it.
4. **What other information or data points do you need to move ahead?** Are there certain skills you need to develop, some professional institutions or associations you want to be a member of?
5. **What kind of time-frame do you have in mind,** both to activate Plan B (which is ideally NOW for all of us) and to achieve the goals you have determined as part of your Plan B?

Creating a Plan B is not much different than creating your original plan. It all comes down to your mindset. The key is to remain open to possibilities and options. As an entrepreneur, you need to be optimistic and pessimistic at the same time. With one eye on the goal, you need to have the other eye on your surroundings to understand what's changing.

Onward And Upward

There are no brownie points for getting things right the first time. Having a Plan B does not, by any means, indicate that you are not committed to your original plan. In fact, seasoned entrepreneurs and venture capitalists understand and appreciate a Plan B. It is about being future-focused and doing everything under your control to ensure that your business survives and thrives.



Do not be a victim of circumstances. Take control today.



Dhruiti Shah

An international business coach, facilitator, and founder of Metis Learning, Dhruiti's mission is to support organizations and their leaders to become more resilient so they can confront and beat all odds.

www.metislearning.co

dhruiti@metislearning.co

Pockets Of Peace

by Dr. Gary Tho

Life was a blur. I was numb. Instead of facing reality, I was blocking it out. I was in survival mode. Thanks to Covid-19, my clinic, ChiroWorks, closed. Income stopped, but expenses continued. I needed to find my peace, without having to travel overseas to a hidden beach or mountain top. Even if that had been an option.

But crisis or no crisis, there will always be stress and worries. Short term stress that comes and goes can be beneficial. But persistent, consistent stress? That leads down a dark road, and we wouldn't wish it on our enemies.

I asked myself, "Is there a way to make stress slide off me like a fried egg on Teflon?" Is there a way to live each day happy and peaceful? This was what I set out to accomplish.



Survival Mode

Whether it's stress from Covid-19 or daily life, survival mode manifests in different ways. Some feel irritability, lose their temper, become defensive, anxious, restless or confused. Others exhibit avoidance, numbing or escaping behaviours. Other common ones are insomnia, numbing, and giving up. As experts like Daniel Goleman, Daniel Kahnemann and Joseph LeDoux explain, survival mode is an automatic reaction to stress. Like being hunted by a lion, survival mode helps us get by right now, but it is not a good long-term strategy.

Are you living primarily with automatic reactions? Acknowledging our survival strategies allows us to transition from survival, into growth and happiness. This is what saved me from my numbed reality.

When we realise that we are not alone or that we are not in a scarce competitive world, our thoughts and emotions change.

Connection

Because of the hormone oxytocin, a female's automatic survival reaction may be to reach out to build connections and support systems. Humans are wired for connection, but our *busyness* and daily demands often create a disconnect. Thankfully, stay-at-home measures have made connecting desirable. And this beautiful human trait helps us snap out of survival mode.

When we realise that we are not alone or that we are not in a scarce competitive world, our thoughts and emotions change. Talking with others helps shift our perspective and reassures us that others are willing and able to help.

Who can you connect with to help bring out a better you? For me, I reconnected with an old friend, and it was through that conversation, my passion was re-ignited, and I was inspired to own my knowledge and own my future.

Achievable Actions

Owning my future and doing something about it are completely different things, so I adopted the “Princess Anna method”: *“Break it down to this next breath, this next step, this next choice, one that I can make”* (from the movie Frozen 2). I do a little, because that’s all it takes. If we aim for the lowest hanging fruit and get it done, then repeat it, we build momentum. And when we celebrate each little accomplishment, we gain confidence, clarity and motivation. We learn what drives us, what we like, and if we need to pivot.

I know I’m definitely on the path to my goals. What have you been working on? What are your little wins? What are you learning from them? And how is your learning shaping your future?

Choices

I received this feedback from a webinar I conducted: *“I find most points he mentioned are fundamental and important, yet the most neglected practices of people.”* It’s so true. We have all the answers. We know what to do. It’s not about more books, courses and workshops. What matters most is what we do between opening our eyes in the morning and closing them at night. What we focus on we get good at, and we get more of. Always complain and we become experts in finding fault. Always appreciate and we receive more wonderful things in our life.

Where do you spend your time and attention? What are your intentions when doing these activities? What daily choices support what you want in life?

Pockets Of Peace

I realised that stress is the fried egg and we are Teflon. If we can acknowledge and appreciate ourselves and where we are at, connect with the right people, do little by little, and celebrate and maintain perspective of what we do and why we do it, there’s no way we will be stuck in survival mode. Stress can’t stick to us.

Every time we realign our thoughts, emotions, behaviours, actions and intentions we gain another piece of peace.

Every time we release a habit or thought that doesn’t serve us, we receive a little pocket of peace. Every time we realign our thoughts, emotions, behaviours, actions and intentions, we gain another pocket of peace. Every time we renew our perspectives and relationships with ourselves and others, we receive even more peace.

We can create pockets of peace in our day-to-day life. Everywhere. We are allowed to be happy and we can calm the chaos, Covid-19 or not. And the more we find these pockets of peace, the more we gain, the more our loved ones gain, and the more we can be our best selves.



Dr. Gary Tho, B.App.Sc. (clin). and B.C.Sc.

For the last 14 years, Dr. Gary Tho has inspired, influenced and impacted thousands of people to feel great, play big and live life without limits through ChiroWorks, his pain relief and peak performance chiropractic clinic, and his talks and workshops on building physical and mental resilience.

www.drgarytho.com

feelgreat@chiro.com.sg

Collective Resilience: Stronger Together

by Jana Dawson

The Covid-19 situation has opened an array of conversations around developing and maintaining our levels of resilience. However, some general misconceptions are floating around this concept. They are the truth, just not the whole truth. Here are some of these myths that deserve a second look.

Myth #1: You have to go at it alone

We are not wired to go through adversity and challenging times all by ourselves. Having strong social networks and reaching out for help, not only helps our resilience levels in the now, but it builds resources that we can use in the future. Reliable social connections are the strongest indicators of our wellbeing and flourishing.

Truth: Reach out and ask for help.

Myth #2: Resilience is an individual's responsibility

So far, organisations have focused on providing resilience training for individuals. No doubt, we have to develop skills that reinforce an agile mindset and enhance our emotional regulation. However, resilience is not just an individual's responsibility. To fully leverage on talents and strengths of their employees, organisations have to develop strategies to build individual and collective resilience simultaneously.

Truth: Leveraging each other's strengths in times of adversity will get us further.

Myth #3: People in crisis are vulnerable

The traditional assumption of human behaviour in crisis is that people panic, are helpless and incapable of organising themselves. This is far from the truth. People have an enormous capacity to collaborate, create, innovate, and help each other.

Truth: Collectively, we are not vulnerable; we are resilient.

Lead Towards Collective Resilience

Leadership plays a pivotal role in creating a culture of hope, efficacy, resilience and optimism. According to research, people who belong to a group where the leader is perceived to have high levels of resilience are more likely to develop individual resilience and an optimistic mindset. Harness the power of your team by moving beyond the individual and towards developing a unified collective. In adversity, having a sense of solidarity and identification with a group is essential to build on collective resilience - a team's capacity to work together to overcome challenges.

Strategies To Start Building A Shared Identity

1. Adopt A Strengths Narrative

When organisations adopt a strengths narrative, they are projecting an image of being resourceful and resilient – this creates a sense of collective efficacy. Choose to focus on strengths to build confidence, energise and highlight what is still working. Identify your organisation's collective strengths by revisiting the times when you were at your best. What are some of the strengths that you displayed? Were you courageous, curious, innovative, or grateful? Make a list and start to weave your top strengths into the stories you tell.

2. Build Social Trust

In times of adversity, lack of transparency, withholding of information and inconsistent behaviours foster a culture of mistrust. Be sure to communicate what you know and what you don't know. Be authentic, transparent and vulnerable. We trust our leaders when they display the 3 Cs:

<i>Competence:</i>	Show efficacy and predictability in the execution of tasks.
<i>Commitment:</i>	Show that you are behind the collective vision and mission, and for the greater good of all.
<i>Caring:</i>	Communicate that you have considered everyone's wellbeing before taking action.

3. Find Collective Meaning

Invest time in developing a shared vision. Involve your team to "dream up" a picture of what it will look like once you have overcome and bounced back from this adversity. Take it a step further and encourage the "dreaming up" process to go beyond returning to normal and towards thriving. Ask the question: "What does our best look like?"

Increase engagement and ensure that the "dreaming up" process is inclusive and a group effort. Ask the question: "What do we all need to do to get there?" From there, you can create clear goals and sub-goals and make sure everyone understands how the team will collectively persevere toward goals and have the confidence to redirect paths when necessary.

Stronger Together

The current situation is not a sprint. We are running an ultra-marathon. This challenge requires a resilient support network and a leader who knows how to leverage on the collective beyond the sum of its parts.



Jana Dawson

Jana holds a Master of Science in Applied Positive Psychology with a specialisation in Psychological Capital. She is a senior lecturer and an academic board member at The School of Positive Psychology (TSPP). As a corporate trainer, Jana has developed and implemented wellbeing programs across diverse industries and cultures.

jana@positivepsych.edu.sg

Leadership During Crisis - Lessons Learnt

by Janet Yung

I had the privilege to interview a very experienced business leader who has weathered the Asian Financial Crisis in 1997, the SARS crisis in 2003, the Global Financial Crisis in 2008 and is tackling the Covid-19 pandemic head-on with his global organization.

To him, leveraging the power of people rather than hunkering down in such times is critical. The following is an excerpt of his answers to my questions during an interview for the *Leadership During Crisis* online summit series. In particular I asked him, "Based on your experience, what are the crucial aspects a leader should look into during a crisis?" Here is the wisdom he shared.

There are 6 areas a leader should look into when leading an organization through a crisis.

1. Crisis Strategy

The leader first needs to accept that there is a crisis situation and show a sense of urgency when managing the crisis. It is also crucial for the leader to acknowledge that he may not be the expert and is willing to work with his team to gain knowledge and understand the issues that the organization is facing and how to address it as a team.



2. Personal Leadership

It is crucial that a leader does not delay action but takes ownership to gather the necessary information and resources while gathering his/ her team members to address the situation immediately in a crisis situation.

3. Crisis Response Team

In a larger organization, especially one with presence regionally, it is crucial that there is a Crisis Response Team which will coordinate efforts and share success stories where everyone can learn from. In addition, this will quicken the learning process for the entire organization as each front facing team implements, adapts and evaluate the steps taken during the crisis.

4. Communication

During a crisis situation, communication within the team and with all relevant stakeholders are crucial. It is better to over-communicate than under-communicate in such times. As mentioned above, sharing of each other's successes will motivate the team to be creative and innovate in such times.

5. Monitoring The Health Of The Business

In a pandemic situation, the first focus will be the health of your team members both physically and emotionally.

In addition, the constant monitoring of the given situation will allow you to re-allocate your assets in terms of people, technology and equipment according to the needs of the situation. This will allow a business to make itself more efficient and improve productivity while adapting to the situation. Critical questions to ask especially when the crisis situation prolongs are: How would you reshape or adapt your organization to improve productivity? Does your organization need to operate in a different way to adapt to the new external environment? What are the things that impact your customers and how can you help resolve them?

6. Financial Health Of The Organization

In any crisis, the liquidity and working capital of the organization is critical to ensure continued operations. Focus on ensuring adequate cash flow through reducing non-essential expenses, increasing the rate of debt collection, etc.

Through the past crises, he learnt that staying calm with a different sense of urgency, leading by example with the ability to change and adapt, the importance of constant communication and the right communication strategies both internally and externally with stakeholders.

During a crisis, leaders should focus on staying calm, leading by example, adaptability, constant communication, and the right communication strategies with stakeholders.

He generously shared his views on these additional areas:

- How should one prepare themselves and their organizations to tap on the opportunities that will present from this Covid-19 crisis?
- How can one future-proof or crisis-proof their organization?

Click on this link to read the full article: *Leadership during Crisis – Lessons Learnt By An Experienced and Veteran Business Leader From Past Crises*

With the current Covid-19 crisis creating turmoil not only for businesses but also for individuals who may be thrown into financial or emotional turmoil, I interviewed 30 outstanding individuals, entrepreneurs and business leaders across 10 countries and created the free *Leadership During Crisis* online summit series to share inspiring stories of how individuals and leaders overcame their emotional, business and financial issues. We also learn from entrepreneurs and business leaders on leadership and communication strategies and how they are leading their teams forward in these uncertain times to help get through this crisis together.



Janet Yung

With 3 decades of corporate and business experience and as a Standards of Leadership award winner, Janet is known for her thought leadership in bringing clarity to personal and organizational growth, leadership and engagement through her customized training and consultations.

www.janetyung.com

jyung@trilogy-ppc.com

Four Keys To Thriving In Tough Times

by Karolina Gwinner

If someone told you a few months ago that soon the world as we know it was going to press pause on significant human activity, would you have believed them? Would you have listened to a story of how humans had to stop travelling, going to the office, or even socializing with one another, their own families included?

What sounded like a scene from the thriller movie *Contagion* suddenly became our new reality; a reality so different from what we're used to. It's been unsettling, challenging and hard to predict, as no one knows what the ultimate impact of this pandemic will be, or how long it will truly impact our lives.

Does it mean we should put our lives on hold and wait for better times? Or is there something we can do to thrive in this new reality? From my experience working with incredible leaders, I observed that they perceive challenging times as an opportunity to step up and put their leadership skills to test. They focus on what they can change and take action on their ideas, instead of dwelling on things they cannot change.

As a result, these leaders become wiser, embrace change faster, and shape the new reality for themselves and everyone around them.

Sounds compelling, right? Here are four keys to getting you started on this path:

1. Reflect

All too often we forget to reflect on what really matters to us. As a result, we might be moving ahead, but in the wrong direction. Now, as our life takes an unexpected turn, it's an opportunity to recalibrate our direction. To do that, let's ask ourselves, "what truly matters to me?" Getting some clarity on this enables us to become more intentional about where we're heading, and how to lead our life to get there. Consequently, we start investing more time, energy and attention into things that matter, and ultimately, learn how to let go of things that don't.

Invest more time, energy and attention into what truly matters to you.

2. Reconnect

Humans are social. Our earliest ancestors organized themselves into tribes and communities at the dawn of humanity. It's not natural for us to go through self-isolation, lockdown and physical distancing from each other. Is it any wonder that, when confronted with the new stay-at-home reality, many feel stressed, overwhelmed and even depressed.

However, as we reconnect (virtually of course) with others, we quickly realise that we're all in this together, more dependent on one another than ever before, and that we can empower each other to adapt to the new reality, see new opportunities, and keep our spirits up, despite the lockdown.

3. Recharge

In challenging times, the demand for our support is likely to rise, so we must not forget that our own batteries have limits and need regular recharging to keep us going. There is nothing egotistical about making time for yourself in your daily routine. In fact, successful people emphasize how essential their “me time” is to ensure they can give their best to others, as well as in everything else they do. It also helps them to sustain their performance over time.

If you don't stop regularly to refuel, the lack of fuel will ultimately stop you.

4. Reinvent

Some people keep referring to, “when things go back to normal.” What does that mean? Do we really want to go back to the ‘old normal’, after all we’ve been through? If we did that, wouldn’t it show that we didn’t learn any lessons from this challenging experience?

Before the pandemic, our world was spinning out of control. We were all lost in *busyness*, we let our egos grow out of proportion, and our feelings fooled us into believing we were invincible. Suddenly the world slowed *us* down, so we had to face the reality we created, and it’s given us a huge nudge to change what hasn’t been working for a long time. It’s tested our humanity, and reports around the world indicate we are kinder, more authentic and thoughtful because of this experience. Let’s not go back to where we were - mindless and lost. Let’s use this shift as a stepping stone to reinvent the future, benefitting all life on earth.

Stepping Up And Thriving In Tough Times

I believe that tough times are here for a reason. They have the power to teach us some long-forgotten values, like humility, respect for ourselves and the world we live in. They help us to connect on a deeper level with more care, authenticity and compassion.

Let’s learn these lessons and step up to the challenge of leading the world to a brighter and more sustainable future for ourselves and our children. Let’s ask ourselves: *what if the current pandemic is not a threat, but a golden opportunity for us to recalibrate our direction and reinvent our future?*

What if the current pandemic is not a threat, but a golden opportunity for us to recalibrate our direction and reinvent our future?

Let’s keep searching for ideas that will make us energised, empowered and inspired to take value-driven action. This is how we start thriving in tough times and make a positive impact on the world around us!



Karolina Gwinner

Karolina is a high-energy and performance-driven leadership trainer and speaker. She empowers leaders to thrive in uncertainty, maximise their performance and become more influential. In 2019 Karolina was nominated as the Knowledge Partner of Women Leaders Institute. She is also the Speaker Training Lead for KeyNote Women Speakers.

www.karolinagwinner.com

karolina@karolinagwinner.com

Leading With Freedom

by Meital Baruch

Freedom. Mostly we take it for granted. But when something serious happens that is curtailing our free movement, we suddenly realize how indispensable freedom is to our way of life.

While taking my evening walks near my seaside neighborhood, I began to notice many more wild animals roaming about. It is almost as if they are reclaiming their natural habitat as humans retreat. I even saw playful dolphins the other day!

Could it be that our freedom and industry come at a huge cost to others? My mind then wanders to wild animals who are supposed to live in nature but are in cages. They do not have the ability to demand freedom, but it does not mean that it is not important to them. Perhaps my imagination was taking me too far (or Netflix overdose!) but I even began to theorize that Covid-19 is really the result of a well-executed revenge plan by wild animals.

As I drifted back to reality, I started contemplating the significance of freedom in leading multicultural teams. Specifically, how can a leader leverage the benefits that a sense of freedom provides, to enable a productive and happy team.



A good starting point is asking yourself these questions:

1. Do I Encourage My Team To Communicate Freely?

I often hear western-orientated leaders lamenting about their Asian team members keeping quiet in group discussions. But do they really understand the underlying cause? One technology leader recently shared with me that he was so fed up with lack of active participation in R&D sessions that he decided to stop attending them for a while. He was astounded to subsequently find out about the lively discussions and ideas generated in his absence.

Cultural values play an important role in what and how much we share. In many cultures, people are not accustomed to speaking up in front of their boss. But being too respectful may also contribute to disaster.

In the 1997 aviation tragedy of Korean Airlines flight 801, culture seemed to influence the communication style in the cockpit. The first officer politely pointed to instruments, instead of directly challenging the captain by telling him that the plane is about to crash.

Leaders should foster a conducive environment that encourages team members to express their thoughts, ideas and opinions freely. In doing so, leaders should also be cognizant of the cultural background of the team and adjust the communication platforms accordingly.

Covid-19 is a great equalizer. It affects all regardless of class, race, gender or nationality, making it an opportune time to encourage an inclusive communication culture.

2. Do I Give My Team The Freedom To Choose?

Much has been written in western books about the importance of autonomy and independence at work. Autonomy has been identified as a key factor increasing satisfaction and motivation at work. In Asian scripts, however, the focus is much more on the importance of obedience.

The manifestation of these values can be clearly seen in the reaction to Covid-19 lockdowns. In cultures that highly value obedience, leaders do not generally struggle with people disobeying the rules, contrary to western counterparts.

These values are not necessarily contradictory when leading a team. There is a time and a place for employing both, depending on the team's objectives, agenda and members' attributes.

Many years ago, my new boss surprisingly announced, "I don't care when you arrive in the office or how long you stay, as long as you do your job". This was highly liberating for me and pioneering for the time.

"I don't care when you arrive in the office or how long you stay, as long as you do your job".

3. Do I Allow My Team The Freedom To Fail?

How we perceive failure has an impact on how much we allow others to fail. Some cultures believe that everything must be done to avoid failure. Taking risks is not their preferred style. Other cultures believe that embracing failures and making mistakes is the only way to learn and encourage innovation.

Finding the right balance between avoiding and taking risks is the key. You may not want to turn the office into a laboratory, but by allowing your team to experiment from time to time, you give them permission to grow.

In these unprecedented times, society faces many losses encompassing both lives and livelihood. But on the other side of this crisis, there are profound lessons learnt and distinct choices to make. Could it be our calling to spread more freedom to all forms of lives on our planet? Are you ready to lead with Freedom?



Meital Baruch

Consultant, trainer and speaker with specialism in the areas of cultural intelligence and global mindset

www.global-mindsets.com

meital@global-mindsets.com

Let Your Heart Lead

by Shikha Rinchin Tiku

Amidst the global pandemic, compassionate leadership has become more a need than just a want. Isolation, economic instability, and fear of the future have become a part of everyday conversations. Your otherwise roaring teams are therefore vulnerable and in need of constant assurance and empathy. At this point they need someone to look up to, someone who can tell them that it is going to be okay so that they come to work with a spring in their step, and not with fear gripping their hearts.

Compassionate leadership has been spoken and written about over the decades. But as we see today, it has become a glue that is holding millions of people together in the current situation. It's not just the corporate leaders, but also global health forum leaders and the country leaders who are practising compassionate leadership in one way or the other.

Thupten Jinpa, Tibetan scholar and English translator to Dalai Lama, defines compassion as "a mental state endowed with a sense of concern for the suffering of others and aspiration to see that suffering relieved."

Jinpa explains that every expression of compassion has three aspects to it:

1. The cognitive aspect – "I understand your problems".
2. The affective aspect – "I feel what you feel".
3. The drive or motivational aspect – "I want to help you out of this".

These three aspects need to be constantly communicated through your actions in some way or the other, so that your team members stay motivated and positive in the current scenario.

Here is how you can practice compassionate leadership with your team:

Over-communicate

Share business updates regularly with your team. Tell them what visibility you have of the business and the clients. Be candid in your conversations and try to address all the business-related queries that your team might have. The best assurance comes with the truth. *This is one of the best ways to express compassion through the cognitive aspect.* It proactively says, "I understand your problems. Here are the real data and facts to keep you updated about our situation".

Allow Coping Time And Some More

With schools and nurseries closed, the majority of the workforce working from home and restricted access to most of the amenities, the day-to-day lives of everyone has changed considerably. While everybody is trying to adjust to the current situation, they still might require flexibility and maybe some more "me time" to cope with this change. Ensure that you allow enough flexibility for the team members to manage their personal lives too. Reshuffle some calls to slots that best suit everyone, encourage teams to collaborate and cooperate with each other. *These express compassion by reflecting the drive aspect, "I want to help you out of this."*



Share Your Story

Tell your teammates how you're coping with the present times. Share the situations which are tough on you and the ones which feel right. When you bare your heart in front of the team, you come out as someone who is real and relatable, and that helps the team deal with this situation better. You can always share tips that you follow to manage your life in the new scenario and maybe ask for suggestions too. *The affective aspect is effectively covered by sharing your story.* It simply says, "I feel what you feel."

Recreate Coffee-time Moments

While life may have thrown an unexpected move on all of us, a little fun and humour can brighten up these gloomy days, and create a better team bonding. You need not do anything fancy, just have some unscripted humour, talk about some fun days and memories of the team. You could also use some quick virtual games or some fun activities that your teammates could enjoy. This could be a refreshing change from the work in isolation that no one is used to and caters to the social needs of the team. *This again is the drive or motivational aspect of compassion that you could use to positively influence your team.*

Create Opportunities For Wins

Currently, the amount of work and the number of projects may vary for each business. However, try to create opportunities for your team members to get a sense of accomplishment. You could have them streamline internal processes, create new processes, share ideas to improve the business or even share their own personal wins (fitness, creativity, or anything that could inspire others). Such win posts could boost the morale of the team manifold and inspire them to stay productive.

In summary, as a manager, you would have worked out all that has to be managed. As a leader, let your heart lead your interactions with your team.



Shikha Rinchin Tiku

Rinchin is a published poet and author who takes deep interest in sharing her view of society, religion, and spirituality through her poetry and blogs. As a learning consultant, Rinchin helps organisations globally create engaging learning content in the areas of sales, leadership and employee engagement.

www.shikharinchintiku.com

shikha.rinchin@gmail.com

Ready To Reflect For Mother Earth?

by Andrea T Edwards, CSP

We all have a chance, a beautiful opportunity, to create the world anew. While it's a very challenging time, we have been given a *gift* from Mother Earth – the gift of time to deeply reflect. A time to reconsider how we live our lives and how we shape our collective future. It feels like we've been given a big time out and sent to our rooms, asked to reflect and consider the world we create at the other side of this crisis.

Will humanity take this chance to reflect and change our ways? Or will we miss it, waiting for the next crisis to hit, and the next, and the next? Because with the climate crisis and deepening global inequality, if we do not change, we are ensuring a permanent state of crisis. Do you want that? I certainly don't.

"We've all been sent to our bedrooms for a time out, where we are being asked to reflect and consider our actions."

We can no longer ignore the peril we are in. It's predicted that major ecosystems will start collapsing before 2030 – yes, in our lifetime! Yet we continue to chop down life-giving trees, and we glory in excessive consumption, all while the world gets warmer, the oceans too, with emissions going in one direction – up! We continue to pass nature's tipping points and don't seem capable of grasping the impact it will have on all of our lives.

Young People Are Frightened

When my son was 11, he told me, *"Mum, if it gets too hot to be outside because of global warming, I am going to commit suicide."*

That devastated me! Our children know. They see a future of unbearable hardship. Is that all we are prepared to offer them? We cannot wait for our children to grow up and act. We don't have time. The time to act – and the opportunity – is now.

Deepening Inequality Is A Huge Issue

We have other huge challenges too. Deepening inequality is accelerating due to Covid-19. This puts women and children in greater danger of human slavery and abuse, with millions of jobs at risk or gone. We have an enormous human crisis on our hands, with The World Food Program stating 30 million people face famine, while the World Bank claim that 60 million more people have been pushed into extreme poverty.

"The only way to get out of permanent crisis is for us ALL to reflect on what must change."

This pandemic and the economic fall-out is a terrible experience to live through. However, we must claim this unique opportunity to rewrite our collective future. A future where the sustainability and health of all life on Planet Earth is at the centre of our plans.

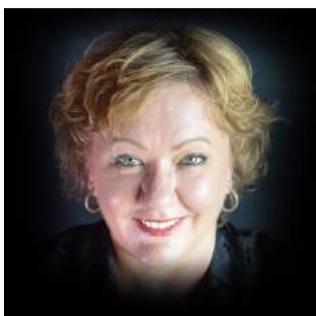
Questions For Reflection

With this gift of time, let's ask ourselves some searching questions and find the answers, together.



1. Are you happy with your life – family, home, community, sense of achievement and contribution? Is it time for new directions?
2. Are you questioning the frantic pace of life we left behind? Do we want it to continue?
3. Are you proud of the company you work for? Is it contributing positively towards all life on earth, or is shareholder value more important?
4. Is it time we demand business to change dramatically, versus the lack of consideration of earth's finite resources, with no responsibility for the waste left behind?
5. Are we individually ready to face up to our part in devastation and suffering? Do we continue to accept children suffering in mines to make our phones or computers? Women suffering in the garment industry for fast fashion? Companies like Ikea producing #FastFurniture, made from illegal logging, to feed our insatiable appetites for new?
6. Are you wasting less, buying less, saying no to #SingleUsePlastic, consuming less meat, shopping locally, making plans to reduce your emissions?
7. Is your country polluted and full of rubbish? Are you ready to demand action from the businesses who have profited from it for decades?
8. Is it time to close the wildlife markets, while creating new livelihoods for those reliant on their income?
9. What about overfishing and destruction in the seas? What's the real impact? What's the risk to us?
10. Are you working to be part of the solution to end inequality, in all its forms?
11. What parts of life from *before* should we get rid of? I want the false, ego-centric, hero-worshipping, sales-funnel-pushing nonsense gone. I want us to be real. To be meaningful. You?
12. And to the parents, are we acting to ensure our children have a beautiful future?

We face big challenges. Will you join me? Will you reflect and raise your voice to demand change - on social media, in your communities, your company, and on stage? Will you join a rising chorus demanding better for all life on Planet Earth?



Andrea T Edwards, CSP, The Digital Conversationalist

A globally award-winning B2B communications professional, and expert in social leadership, content marketing, and employee advocacy, Andrea works with the world's largest companies on the transformation needed within to maximize business growth digitally. Own your voice, own your future.

www.andreatedwards.com

andrea@andreatedwards.com

Spring Will Come Again

by Benjamin Cheng

In a recent APSS Careology call hosted by Ron Kaufman, we were asked about our mood during this period of the Covid-19 pandemic. My three answers were Worried, Glad and Excited.

1. Worried

I am worried for the medical workers who are in the frontline of this battle. Three of my family members are in the field of medical services, and I have not seen them for many weeks. I am concerned about the economy and how many of my friends will survive. Many businesses will be affected, and owners will be worried about their company's cash flow. Many freelancers and self-employed will have their livelihoods in jeopardy.

2. Glad

I am not glad about what happened, but I am glad it did, because Singapore is going to experience a change in leadership within the next few years. The 4G leaders are being put through one of the toughest tests since our independence in 1965. The true leaders will rise up and shine, while some will fade away. I am also glad both my teenage children are experiencing this pandemic, because it will help to strengthen them mentally and emotionally.

3. Excited

I am excited about what will happen after this pandemic. During a leadership coaching session with a client recently, she asked me, "Will this virus go away like SARS, or will it be here to stay?" My response was, "What will happen if it's here to stay? What are you going to do about it? What happens when it goes away? What are you doing now to get yourself ready for both scenarios?"

Global Economic Recovery

I believe that the speed of global economic recovery will be the fastest we have ever seen in history. Why is that so?

Imagine compressing a metal spring. The harder you compress, the stronger it will bounce back. During this pandemic, many countries are in lockdown. With people all over the world having to stay home, they cannot carry on with their usual activities, so many have a lot of pent up energy.



As I connect with friends around the world, I hear that many of them are very restless. They are like the compressed metal spring, ready to burst out. But at the same time, others are getting very creative coming up with new ideas and creating new business propositions.

When this pandemic is over, I feel sure we will see a scurry of activities and new businesses surfacing. So are you preparing yourselves and your team members for the future? Now is the time to equip, to train, to retool, and get ready.

When circumstances compress the spring in your life, as long as you do not lose the life in your spring, you will spring back much stronger.

Prepare Like An Athlete

Those who have good time management will find that there is ample time in hand to do many things. Clear out your old garage, read books you bought years ago, connect with old friends you have not seen for years. You will find there are a lot things you can work on. More importantly, prepare for the future with the discipline of a professional athlete. Invest time to work on your physical health and fitness, strengthen your mental resilience, and improve your emotional stability. Most importantly, understand your sense of purpose for what you are doing and what you are going to do in the future.

Be Inspired To Inspire

One of my mentors used to say, “Do not walk away from negative people. *Run* away from them.” During this period, think about the people you are communicating with. Are they negative naysayers who believe that this will be the end of mankind? Or are they positive, constructive and helpful?

“Do not walk away from negative people. Run away from them.”

Speak to different people, and ask them what they think of the future. Ask them why they think the way they do. All it takes is one positive sentence, one constructive idea, or one helpful thought. It could inspire hope for everyone around them about the great future of mankind. As we are being inspired, go forth and spread the fire of hope to inspire others.

Spring Will Come Again

Never lose the life in your spring, once the winter of this pandemic is over, another season of spring will arrive. Get ready now to make the most of the opportunity. It will be time to bounce back, burst out, live your life to the fullest, and spring forth into what could be one of your greatest successes and one of the best times of your life.



Benjamin Cheng

For the last 20 years, Ben has inspired more than 100 organisations in over 30 countries through his business consulting, executive coaching, inspirational speaking and corporate training in the areas of business, leadership and sales.

www.inspiretheminds.com

benjamin@inspiretheminds.com

How I Uncovered My Gift In Crisis

by Coen Tan

Covid-19 is a pandemic that has killed hundreds of thousands and has infected millions, disrupted lives, and upended economies and businesses around the world. As a speaker and trainer, I've had income loss, cancellations and deferment of speeches and training workshops. However, for me, it brought about another enormous challenge.

My Unique Challenge Posed By Covid-19

Since I was a small child, I have been aware that I was highly sensitive to the emotions of people around me, and I would often internalise the emotions. Not only would I cry when watching sad movies, I would often feel prolonged feelings of sadness, fear and anger after interacting with other people, and not even know where those feelings came from. When I was younger, I would struggle to deal with all the *emotional information* that I had unwittingly collected. Whenever I expressed my feelings and observations, I would often be dismissed as being “overly sensitive” and “thinking too much.”

It was not until I had grown up and became more aware and exposed, that I've understood that I am an empath. According to Dr. Judith Orloff, author of *The Empath's Survival Guide*, empaths are highly aware of the emotions of those around them, to the point of feeling those emotions themselves. They often lack the filters most people use to protect themselves from excessive stimulation.

As an empath, I really struggled with the pervading negativity that the Covid-19 pandemic brought about. Every day, the news and social media are full of updates about the Covid-19 situation. I see people going into a frenzy of panic buying, fear of losing their jobs, their income and business, grief and sadness from losing loved ones. I've even read articles of the rising incidences of domestic violence brought about by victims being locked down at home with their abusers. I realized that to protect my *emotional garden*, I've had to give myself a break from the news, and from scrolling through social media feeds.

During that much needed break, I asked myself the question, “what is the opportunity here to offer my unique gifts?”

Uncovering The Gifts Within

I realized that as an empath I could use the one gift that I possess in abundance: empathy.

In the tremendously insightful book *The Power of Moments*, authors Dan and Chip Heath share that we do not remember every single moment of our lives. We recall moments that are both memorable and meaningful, moments when we experienced intense emotions. They further broke down these moments into three types: Peaks, Pits and Transitions.

- Peaks: moments of elevated joy, pride, connections and insights (e.g. wedding, receiving a prize, a promotion)
- Pits: moments of hardship, pain or anxiety (e.g. family bereavement, divorce, retrenchment)
- Transitions: moments where people make intellectual (e.g. new work), social (e.g. new community), and environment (e.g. new home) changes

The ways we can deepen our relationships and strengthen our *heart-share* and *mind-share* in the minds of our clients, suppliers, colleagues and loved ones, are to:

- Commemorate and celebrate the Peaks
- Fill the Pits
- Smoothen the Transitions

“We can deepen our relationships and strengthen our heart-share and mind-share in the minds of our clients, suppliers, colleagues and loved ones.”

Offering My Gift

That was what I did. I realized that many people are panicking from how their lives will be affected by Covid-19, and many others are making the transitions to working from home, especially those who have to care for their children who are learning from home too. It was the perfect opportunity for me to reach out to them.

I was glad I did just that. I’ve found that people, while still staying busy, are more open to just catching up. It’s become easier because instead of having to sync up time to catch up over coffee, people are happy to just take pockets of thirty minutes to an hour here and there to simply catch up over Zoom calls. What’s even more surprising for me was also how these short catch-up calls turn into deeper connections. While I used to feel in the past that people were more focused on talking about goals and successes, I’ve found that people are now more open to sharing their struggles and challenges. All I’ve needed to do was ask simple questions like, “How have you been coping? What is challenging in your life? How may I help?”

A Surprising Outcome

As a result of simply reaching out to catch up, and offering a listening ear and companionship, I’ve strengthened my relationships with my existing clients, forged connections with new business collaborators. Through these conversations, I was also able to uncover problem areas and needs of clients that my clients and I previously never knew existed. That has also led to me clinching new consulting and coaching projects. In fact, some of these projects are more aligned to my areas of expertise, and have resulted in me having the best first five months of a calendar year in terms of business revenue.

If we can connect to our gifts of deeper humanity, we will be relevant to the new normal.

The post-Covid-19 environment may be drastically different from what we’ve been used to in the past. If we can connect to our gifts of deeper humanity, we will be relevant to the new normal.

It is time to “human up!”



Coen Tan

Over the last 10 years, Coen has inspired more than 20,000 individuals in over 10 countries through speaking, training and coaching in the areas of executive communications, and business storytelling.

www.coentan.com

connect@coentan.com

Tips To Boost Your Creative Mindset

by Cyriel Kortleven

Attention! The world has changed drastically. Boosting your creative skills becomes more and more important to stay ahead of the competition. Creativity can help you to break your fixed thinking patterns so you can reach further if you want to access an abundance of ideas, an open attitude and a new world of possibilities.

Welcome To The Never Normal

The world is different. Think on your feet. Adapt to new situations. Keep learning new things on a daily basis. Continuous learning and adapting to new situations has become essential for survival. Creativity and innovation are becoming very important sources of added value. Welcome to the never normal.

Out of the Box or Out of Business?

Move From Idea-killers To “Yes And...”

I have to disappoint you because there isn't a magic formula to get new ideas. A lot of times, new ideas arise on moments when you don't expect them (in the shower, in bed, in a traffic jam). But structured creativity is often hard work. There are a few simple skills that will help you to generate lots of ideas when you need them. For me, the two most important words to develop an open, creative mindset are “Yes, and...” These words combine several values: a positive attitude, openness to possibilities and suspending judgement.

If you can go from a “Yes but” to a “Yes and” attitude then you've already conquered the biggest challenge. And I've made an acronym of the letters “Yes and” with the other basic principles to give a boost to your creative power.

Yes And... Suspend Judgement

Judgement is very important. Your judgement helps you to make thousands of decisions daily. Your judgement is based on your previous experiences and knowledge. By definition, new ideas don't fit into existing schemes of thought so the danger is that judgement very often occurs too fast when a new idea is launched. That's what we call the idea-killers – expressions like “yes, but... no money, no time, it already exists...” In order to process original ideas, we will need to develop a more subtle use of judgement – postpone your judgement and go into a “yes, and” mindset.

Explore: Discover The World With Different Eyes

We trust our perception in order to explore and interpret the world around us. And changing perception is not easy because, patterns creep in. Furthermore, often-repeated patterns tend to become more and more dominant. We can only see what we think is there and science proves that perception consists of information gathered from outside only for 20%; consequently 80% is produced in the brain itself. Exploration or creative perception is recognizing patterns in your own perception and setting yourself free from these. Many changes begin with a new way of looking at things.

Suppose: Use Your Imagination

Visual language is generally less respected than verbal language because most school education strongly emphasises the language of words. This is reflected in companies and organisations where we often notice a lack of visually imaginative skills. But imagination is a crucial skill for a creative thinker. Imagination is the capacity to represent in the mind something that cannot be seen at that moment. It's not only a visual image but also sounds, smell, taste and touch as well as abstract notions such as ideas and concepts. Imagination can be stimulated by asking a lot of questions.

Associate: Create Flexible Connections

Our brain cells are interconnected and continuously transmit signals to one another. Association happens when one thought generates another "this makes me think of..." connection. There's a danger that some connections are stronger than others because they are repeated several times and every repetition reinforces the connection. Forcing yourself to create new connections and associations helps to find less obvious tracks and can generate new ideas. Speeding up while making associations is a good method to find less obvious connections.

Next Idea: Diverge

The first thoughts that arise are based on common sense. That's very efficient and when searching for a solution, we tend to stop when we have found a reasonable solution. Diverging is switching off our spontaneous tendency to stop when a common sense solution has arrived and continuing to come up with ideas. You automatically reach the limits of what you can spontaneously think of and go beyond them. Giving yourself a limited amount of time to diverge is a better way instead of limiting the number of ideas that you want to generate.

Do It Now: Making Ideas Happen

An idea is just a thought of the mind (or some words on a post-it). The real challenge is realizing ideas and making them happen. Making ideas happen is very hard work and having the guts to break some fixed thinking patterns. And you will come across a lot of nearlings. A nearling is a positive word for something new that you did with the right intentions, which has not (yet) led to the right result.

Don't Mind the Change. Change Your Mind.



Cyriel Kortleven

Cyriel Kortleven is an award-winning global keynote speaker on the change mindset. He inspires organisations like Bayer, Nike, IKEA, NASA, and Unilever in 33 different countries on 5 continents. Cyriel is the living embodiment of engagement, using a lot of interaction and humour. Ready for a Belgian boost of creativity?

www.cyrielkortleven.com

cyriel@cyrielkortleven.com

Acknowledging “I Don’t Know” Can Activate Your Leadership Superpower

by Karen Leong

“I’m a traditional banker. I don’t know tech. But when I landed the role, it turned out to be an enabler.” A leader who heads digital transformation at a major bank once said this at a panel discussion I moderated.

“Had I come from a tech background, I would have operated in the realm of the possible”, she added. “However, because I did not deep dive into the technology aspects, but looked at what customers wanted, I could focus on the desirable.”

Her embracing of an “I don’t know” mantra struck a chord. These were not words you expect to hear from a seasoned corporate leader. The deeper lesson here could be applicable to every area of our life.

And that is, ‘I don’t know’ can activate your leadership superpower.

I know that acknowledging our limitations goes against the grain of everything that we have been brought up to believe. We were told to study hard to ace exams and avoid not knowing in school. When we entered the working world, we were hired, rewarded, even promoted for our knowledge and what hints of competence knowledge provides.

Yet, when we take on the mantle of leadership, this quest to know everything can be counter-productive, even disempowering, in a world of constant change and rapid disruption, where adapting requires acknowledging we do not have ready-made solutions to fresh challenges.

Here are three reasons why:

1. Knowing Can Quash Initiative And Innovation

Steve Jobs famously said: "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do." Yet micromanaging is everywhere. When we believe we know everything, we are unlikely to allow others to share their perspectives. This not only prevents new innovative ideas from being surfaced, but also inhibits the professional growth of people we work with.

I once coached a leader who was so beholden to knowing everything that she could even complete her staff’s sentences. Naturally, her team soon stopped speaking up and went along with whatever she said. Then she complained they were not proactive and did not offer any good suggestions.

2. Knowing Can Limit Our Perspectives And Quality Of Decision-Making

When we believe we know we are less likely to ask questions. We tend to talk more and listen less. Talking may help clarify our thoughts, but it is listening that helps us learn, discover more information and options and widens our horizons. Thus *not knowing* broadens our perspectives, enhances the quality of our decision making and often makes them more inclusive.

3. Having To Know Everything Generates Undue Stress

As the world becomes increasingly digital, with new technologies reshaping our world, leaders will lead people smarter than them, in roles that did not even exist just a few years ago. Trying to cope with this and also aiming to be domain matter experts in a dozen different disciplines can be a futile quest.

For too long, we have bought into the invincibility of the all-knowing leader. While this style does have its time and place, its vulnerabilities have been exposed as the world battles Covid-19 – probably one of the most massive disruptions of this age.

Enlightened leadership is having the courage to acknowledge we do not know everything, and the clarity that we do not need to if we have the right team with the expertise working on it and can count on their expertise in critical areas. This point is emphasized by Jim Whitehurst, president of IBM, “Being open about the things I did not know actually had the opposite effect than I would have thought. It helped me build credibility.”

Each one of us can easily unleash our *I don't know* superpower with some fairly straightforward actions. Here are five of them:

1. Learn to say it out aloud. Try it. There! See that wasn't so hard after all. And didn't it feel liberating?
2. Listen when people who know respond to you.
3. As they share, look for those pieces of the puzzle that can help you assemble the bigger picture and make better decisions.
4. Remember, you as the leader have the bigger picture, even though the people you lead may be domain matter experts. You can hone and trust your people skills to coordinate efforts and support them in achieving the task on hand.
5. Most importantly, encourage your team members to learn new things and grow, so that they stay engaged, happy and motivated.

The opposite of knowing is not ignorance, but learning.

Riding the *I don't know* train can be scary. However, when we embrace our curiosity in people and things, we tap into a courage to unleash the power of not knowing. This invites people to jump in with us. It enables us to fully leverage the collective genius, creativity and passion of our teams.

Don't take my word for it. Try it, and experience the difference.



Karen Leong, CSP

A transformation expert, Certified Speaking Professional and the author of *Win People Over*, Karen empowers teams to thrive on change. As the co-founder of award-winning organisational development firm, Influence Solutions, and the global leadership summit *Rise Through The Ranks*[™], she has inspired thousands from over 70 countries.

www.influence-solutions.com

karen@karenleong.com

The New Normal Or The New Extraordinary?

by Natalie Turner

I've been musing about the term 'new normal.' In some ways it speaks of change, but in other ways I hear a longing for things to return to what they once were. Normal implies 'stasis', a sense of being the same, of not changing. However, the world we now walk into is far from being normal, new or otherwise. If we are honest, our earth was sick, and we were far from knowing how to save ourselves.

Interestingly, according to a poll conducted by the Farming and Countryside Commission and the Food Foundation in the UK, an overwhelming majority hope to see some personal and social changes, with fewer than one in ten wanting to return to how things were before. People are noticing cleaner air, a stronger sense of community, being more in touch with friends and family, if only remotely, valuing food and sharing with neighbours.

We are all trying out new things and noticing differences, at home, and in our work. Personally, I am learning how to use new technologies, build an in-house studio to deliver speeches, and facilitate and train groups to innovate. My husband, who is a professional DJ, has become a global virtual DJ with weekly Stir Crazy LIVE and Sunday Soul Session music events! What have you been learning over the last few months?



Innovation Is Our *Not So New* Survival Skill

Human beings are incredibly resourceful and innovative. We wouldn't have lasted this long if this were not so; and maybe, now more than ever, our ability to innovate, or to create something of worth or value out of ideas that are new to us, is our survival skill. Knowing how we can contribute our skills, and, if we are leading or managing others, to harness the diversity of their skills and mindsets, and passions and experiences, is of utmost importance. We need to collectively create what life will look like going forwards and how to navigate uncertainty and unpredictability. Whether you work alone or with others, here are some ideas to help you do this:

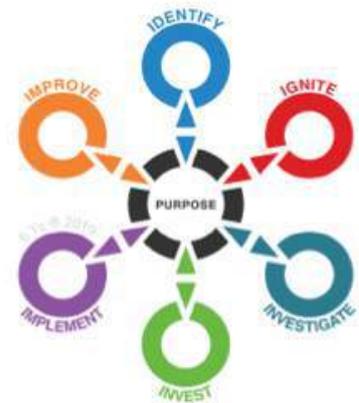
1. Encourage a daily individual and/or team mindfulness practice. This will help to clear stress and tension and move your mind into the sketchpad of the brain, the pre-frontal cortex from where you can strategise, imagine and create.
2. Spend time thinking about you and your team's PURPOSE. Why are you doing what you are doing? What impact are you hoping to create? Promote and encourage conversation that will help you align on a collective purpose.
3. Get to know each other's strengths, through the lens of making new ideas work. Who is good at IDENTIFYING opportunities or IGNITING new ideas? Who is good at INVESTIGATING or getting INVESTMENT? Who is good at getting things done and IMPLEMENTING and IMPROVING? Play to your strengths.

4. Be innovative in how you work. Experiment with collaborative design technologies such as Mural or Miro which will help you to create together new ideas for the future. Create new visual story together.

We need to create a new narrative, a new story, a new vision that brings the very best out of us, and not just any types of innovation, but ideas that are PURPOSEFUL, that can help to promote and uplift the well-being of people and planet.

Create A New Extraordinary

So, as we slowly start to leave our homes, practice social distancing, contact tracing, and plan for business continuity to mitigate the risk of a future pandemics; as spaces and boundaries between home and work blur, and work becomes more about what we do, not a place we go to, let us think about how we reinvent, not only our lives, but, the social and economic systems in which we operate. Let us create new ways of harnessing the skills of the teams in which we work, giving equal weight to each person's unique value and importance. All of them, all of us, are indeed innovators.



Let us not create a 'new normal'. Let us lift our vision higher and create a 'new extraordinary'. An imaginative life that is able to invent, create, sense and make a new narrative for our shared existence.

This calls for dreamers and doers, of those who can identify opportunities, and ignite new ideas, of those who can investigate and invest with courage, of those who can implement and improve and make sure we are learning, continually learning from all that we do.

The earth has turned, and a new opportunity has emerged. Now is the time for us to operate at our very best and live extraordinary lives.

The earth has taken a breath and started to heal itself. Now, in the words of Thomas Berry, 'we must dream our way forwards, we must summon ways of seeing that we know nothing of yet.'



Natalie Turner

Natalie Turner is the author of the award-winning book *Yes, You Can Innovate. Discover your Innovation Strengths and Develop your Creative Potential*. She is also a keynote speaker and the inventor of The Six 'I's® of Innovation.

www.6-i-innovation.com

natalie.turner@entheo.com

Open Your Eyes: Answers To Your Covid-19 Issues Are All Around You

by Dr. Philip Merry

At this time all of us are looking for answers to the issues that we face in the era of Covid-19. Issues like:

- Why did it happen?
- Will I be safe?
- Will my family be safe?
- Will my business survive?
- How can I develop the new skills that I need in the post Covid-19 world?

What if there is a field of energy that you could turn to that gives you help and insight to face these questions? What if there was a way of “connecting the dots going forward?”

I want to share that you have an inbuilt answering device that you have used many times before. All of us have had the experience of thinking of somebody, only for that person to appear in our lives within a short time.

- You get a phone call from the person that you have just been thinking of.
- You come across a book that gives the answers to a tricky business question.
- You meet somebody who is an expert in the subject of your next keynote.

Most people shrug their shoulders and say “well that was interesting or unusual” and then just go about their daily lives.

Let me advise you to explore these events more carefully, because these unusual coincidences – I call them messages from the “quantum highway” – are sent to you explicitly to guide you. For thousands of years, humankind has been harvesting these miracle answers to support them on life’s journey, and I have spent the last ten years investigating this phenomenon. It is a process called synchronicity, (or quantum entanglement). Synchronicity is like an internal GPS that helps you find answers to life’s challenges.

Let me give you a brief outline of the science.

100 years ago, there was a revolution in the field of physics which moved us from a Newtonian mindset to a quantum mindset. Newton’s view of the world had been the predominant mindset for 400 years, i.e. that the universe is made up of solid matter which is separate from other solid matter. In such a world, there is no need for belief in god or miracles or strange connection between humans; humans are matter and so are separate from each other. Logic explains everything.

Much progress was made as a result of Newtonian thinking. But the only trouble was that these strange miraculous events that challenged logic continued to happen. Scientists dealt with this by keeping quiet, or by saying they were anomalies.

Fast forward 400 years to the advent of quantum physics which now is the accepted wisdom on how the universe is organised. We are 99% energy and only 1% is matter. And through the concept of quantum entanglement, we now know that we are energetically connected to each other. So, it is no wonder that when your sister in London is sick, you can energetically sense that in Singapore. Quantum physics and quantum entanglement have explained how this happens.

We are in a world where the understanding of synchronicity has come of age. And the encouraging thing is that synchronicities happen more in times of change such as the one we are now experiencing. As our normal view of the world changes in this era of Covid-19 look out for and follow those synchronicities.

For at the end of each synchronicity is a miracle waiting to happen.

Tips To Accelerate The Occurrence Of Synchronicities

1. Be In Flow

Be in the present moment; don't worry about the past, don't think about the future. Synchronicity happens when you are in the here and now.

2. Believe In Support From Spirit

There is a source energy that you cannot see, some call it god and some call it the quantum field. Believe that it is supporting you.

3. Seize This Time

The time synchronicity happens most is in transition periods. So at this time of Covid-19 keep your eyes open.

4. Set Your Intention

Be clear about your question. It can be a broad question like, "I want to find the way to function in this time of Covid-19". Or you can say, "I want 20% profit in the first quarter of 2021." The clearer you are, the more likely a synchronicity will come your way.

5. Be Curious To Follow Anything Unusual That Happens Out Of The Blue

Synchronistic events occur outside of our usual way of operating in the world.



Philip Merry PhD, MSc, CSP, Global Speaking Fellow

Philip has led global leadership and team cross-cultural events for 41 years in 61 countries, and is passionate about the power of synchronicity and intuition to transform yourself and your business. UK born, Singapore based since 1990, Philip holds a MSc in Business and Research, and a PhD in Synchronicity and Leadership.

www.PhilipMerry.com

Phil@PhilipMerry.com

Leading Positively in Crisis

by Sha-En Yeo

News of Covid-19 hit like a huge wave, resulting in closed borders, economic standstill and countries scrambling to contain the virus. Businesses started to face the stark reality - that revenue was going to plummet, and tough times would be coming. In the midst of such crisis, how can leaders continue to lead positively so they can ride atop this wave and emerge stronger than before?

Brain In Crisis

When we experience stress or a perceived threat to our well-being, blood and oxygen flow from the thinking part of the brain to the feeling part of the brain - what psychologists describe as an *amygdala hijack*. As your body gets into fight or flight mode, you may find yourself reacting automatically to the stress, affecting your ability to think clearly, make rational decisions or control your responses.

Be Steady

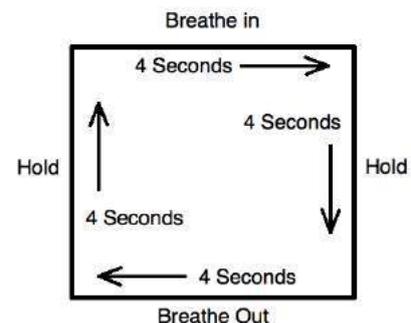
As a leader, it is important to be able to manage this hijack well and remain steady. Your employees will be looking up to you, seeking assurance that you will be able to successfully navigate the crisis. Here's how you can take control of the hijack:

1. Pause

When you notice that you are feeling overwhelmed, pause. Pausing allows you to recharge and temporarily put down everything that's weighing on your mind, creating space for you to do a reset. Like a machine, continuing in overdrive could lead to burnout.

2. Breathe Deeply

Practice box breathing to calm your nervous system. Breathe in for four seconds, then hold your breath for four seconds. Next, breathe out for four seconds, then hold your breath for four seconds. Keep doing this until you feel calmer.



3. Observe Your Emotions

Observe your emotions - as if you are watching these emotions on the television screen, without having to claim them as yours. You don't have to take any action, nor judge any emotion that arises. In this way, you are creating space between you and your emotions, and they no longer have as much control over you.

4. Name The Emotions

The final step is to name the emotions. Researchers have found that naming your emotions, for example, "This feels like anger," can dampen the reactive amygdala, calm your nervous system and reinstate logical thinking.

Going through the four steps above, you are likely more calm, objective and rational. It is in this state of mind that you can effectively make decisions.

Lead Positively

Positive leadership in times of crisis does not mean putting on a smiling face and pretending all will be well. It means providing a light amidst the darkness, assuring your employees that you will there to guide them. Utilize the following strategies:

1. Communicate Clearly, Factually And Transparently

Be clear on your key message, and share the facts of the situation. Share good and bad news, what you know and don't know. Such transparency promotes trust, strengthens relationships, reduces misunderstandings and could lead to problems being solved faster.

2. Empathize And Reassure

Step into your employee's shoes to identify what they might be experiencing. Acknowledge their challenges and struggles so they know you care. Reassure them that you (and the company) are doing all that you can to support them.

3. Show Appreciation

Showing appreciation to your employees will go a long way to boost morale. When you take time to recognize their contribution and effort, they are likely to go the extra mile, remain engaged and stay committed to the company. This could be a personalised note, team shoutout or offering time off so they can be with their family.

4. Convey Hope, Optimism And Unity

Share your vision for getting through this crisis, and engage them on how to achieve it together. This unites them towards a common goal, conveys hope that things will get better and galvanises them into action. Convey optimism by focusing on the strengths, successes and opportunities that exist.

“Convey optimism by focusing on the strengths, successes and opportunities.”

These four strategies can help you maintain the morale of your employees, allowing them then to spend their energy, time and resources into putting in their best work.

Your Role Is Critical

A leader's role cannot be underestimated. In times of crisis, your ability to stay steady and lead positively will make the difference between sinking under its weight or rising strong above it.



Sha-En Yeo

Sha-En is a TEDx speaker, best-selling author and graduate of the Master of Applied Positive Psychology (MAPP) at the University of Pennsylvania. Over the last 10 years, she has designed and delivered corporate wellness programs for over 10,000 people in Singapore and the Asia Pacific region.

www.happinessscientists.com

shaen@happinessscientists.com

UltraCreativity

by Sonja Piontek

UltraCreativity is an extremely powerful concept to unlock the mind's full potential. It is based on the belief that with the right mindset and the right tools, the impossible is possible even during difficult times. UltraCreativity has helped and inspired people from all over the world and given them the well needed positive outlook they required, particularly during the Covid-19 crisis. Let this article give you an insight into the potential of UltraCreativity, and see how it can transform your life and help you soar. Here are some of these powerful tools.

Ban “Cannot” From Your Vocabulary

A long time ago, I decided that the word “cannot” does not exist in my vocabulary. For one simple reason: “cannot” limits your mind. It deprives you of the most amazing opportunities and kills any creative energy you might have. So, whenever I develop a great new idea and feel hesitation creep up in my mind or whenever, I share an idea with someone else and hear them judge it with “cannot”, I put an immediate stop to that negativity and instantly transform the crippling “cannot” into the enabling “how”. I simply do not allow any negative energy to suffocate my creativity and limit my potential!

1. To achieve anything in life, immediately ban “cannot” from your vocabulary.
2. Never be afraid to try something new, even if it is deemed impossible.
3. Dare to challenge the status quo and question the way things “have always been done”.

Focus On Your Strengths

I am a vivid advocate of strength-based leadership – in fact, I lead my entire life based on the principle of focusing fully on my strengths. Admittedly, we all have weaknesses, and clearly so do I. We can spend a lifetime trying to overcome every single weakness. What I have decided instead is a different and much more successful strategy: to simply put full focus on my personal strengths and the things I am most passionate about. This strategy is not only incredibly powerful, it has worked wonders for me, as I am sure it will for you!

1. Find out what you are really good at and what you are truly passionate about.
2. If you want to succeed, fully focus on your strengths.
3. Stop worrying about your weaknesses, they are irrelevant.

Use Your Resources Intelligently

Another valuable key is to always use the resources at hand and be smart about how you approach any task in life. There is no need to constantly reinvent the wheel or be shy about asking for support. It is totally fine to ask for help, suggestions, feedback or even just an ear as you lay out your idea and thus get greater clarity. When you start a new project, especially a daring one, take a moment and consider the resources you have access to.

1. For any new project or quest, tap into the resources you have at hand, including people.
2. Stop trying to reinvent the wheel.
3. Dare to ask for help.

Step Outside The Comfort Zone

Behind the comfort zone lies a universe of opportunities – it is yours to conquer and yours to explore! Great things are waiting for you out there: amazing opportunities, amazing rewards, amazing experiences, amazing victories... an amazing life overall. But in order to get there, you have to take that all-important first step and leave your comfort zone. The choice is yours, just give it a go! Throughout my life, I have personally taken the decision to leave my comfort zone several times – whilst every single time was challenging and tough, the results were incredible beyond what I expected.

*“Behind the comfort zone lies a universe of opportunities!”
- Sonja Piontek*

1. Behind the comfort zone lies a universe of opportunities.
2. To step outside the comfort zone can be scary and takes some guts, but it is worth it, so just give it a go.

Have Full Determination

Whenever I need to gather all my strength and come up with full determination to master a challenging task, I think of Lewis Pugh. Lewis is not only a good friend, he is the UN Patron of the Oceans and an incredibly determined man. His mission in life is to protect the world's oceans. In order to raise awareness, he undertakes the most extreme swims: 1km over 20 minutes with no protection in sub-zero temperatures in the Polar Sea! When I asked Lewis how on earth he manages to endure such unbelievable pain and pull through, he shared one simple strategy that gives him all his strength: there is nothing more powerful than a made-up mind.

*“There is nothing more powerful than a made-up mind.”
- Lewis Pugh*

1. Never forget: there is nothing more powerful than a made-up mind!
2. Determination will help you do the unthinkable.

Whatever the circumstances, your happiness and your success are entirely in your hands. Decide to be positive. Decide to take charge. Let the concept of UltraCreativity guide your way and soar - because you can!



Sonja Piontek

Sonja is an acclaimed global keynote speaker and bestselling author on UltraCreativity that has spoken in 23 countries and inspired thousands from stage. The former Director of Marketing for BMW Asia left the corporate world late 2017 to focus on her speaking career and set up her award-winning agency Sonnenkind. Sonja and her impressive work are regularly featured in international publications.

www.sonjapiontek.com | www.sonnenkind.com.sg

sonja@sonjapiontek.com

Simplify

by Tim Wade

Work, family, health, connections, volunteer, gym, marketing, home fixes, read, learn, do that course... There's just not enough time to do it all! If only everything could stop for a few weeks so I could get stuff done and define my new normal...

ZAP!

And here we are. Then somehow I became busier in different ways, feeling overloaded, frustrated. The usual solutions didn't work. "Increase productivity!" ... awesome, but I got distracted by all the new things I needed to do. "Increase self-discipline!" ... great, but I couldn't quite discipline myself enough to do it. So here's an unusual solution: simplify. Simplifying means removing the overload and creating margin. Then create your new normal EVAs - Essential Victory Activities.

During our Covid-19 isolation we enforced simplification by closing non-essential businesses. Could this work on our non-essential stuff? If we delete, donate, trash and prioritise... we end up with... life alignment. Closing non-essentials in our home, work, and workload management will keep us focused on our EVAs and living life on purpose; improving relationships, increasing productivity and... creating margin.

Margin

Like a margin in an exercise book, or around a printed page, there is a space reserved for nothing. Our lives need that margin too. Space; a buffer of nothing. It's used in design (white space, negative space), coaching and counselling (active silence), in the structure of the universe (er... *Space*), and we need it in our lives too.

Margin requires boundaries; rules so you keep it empty, not filling it with more. Declutter the physical space and the useless busywork, and that to-do-list mind-chatter that steals your focus. That "Too Due" list is weighing you down. Lighten up. Eliminate to illuminate. Keep only essentials: your EVAs. Create margin by removing the overload and the overtime. Own your load, own your time. Simple.

Remove The Overload

Be ruthless. Imagine you're at gunpoint: you have to choose what stays, what goes.

- Work projects overloading? Eliminate 20% of them, decide to defer 60% of the less important ones. What's left will be the most valuable 20%. Work on value. Simple.
- Social media and websites everywhere? Delete dormant and dead profiles and sites. Copy useful content before deleting, to republish on the remaining sites. Simple.
- Business systems chaos? Simplify your creation, connection and delivery systems, and ease of consumption by your audience. Ask IT, or get ruthless yourself. Process review time. Ask for help if you need it. Simple.
- Staring at clothes you haven't worn for years? Recognise that a \$600 pair of Versace jeans from 2004 that still don't fit even after losing weight is worth zero in your wardrobe but a lot to someone else who will give it life. Sell it or donate it to the Salvos. Liberate your wardrobe. Then resolve to give away two items before buying one new one. Simple!

- Too many books? Donate anything you won't read within 24 months. Buy them on Kindle if you must. Use the extra space for clarity not for more unused stuff. Simple.
- Unused stuff? Sell or donate it away if it's without real meaning or value, or is long-term unused. Some unused stuff has value and use, like a fire extinguisher. Obviously keep those. But for other stuff, like my awards or gifts from speaking clients, I take photos of them to use on my website (useful) and store or release the item. The wonderful ones can stay on my shelves. They "spark joy." The generic or thoughtless ones go. Simple.
- Online photos? I consolidated all of them into Google Photos. Amazingly there are over 200,000 in there. Our daughter, Zoe, shouldn't have to go through over a million blurred and irrelevant photos to find some good ones after we die. She might delete them all and miss the good ones. So once a month, my wife and I delete at least 1000 useless photos from our collection. We turn it into a fun, family activity of going through memories while deleting the "meh" and the duplicates. Our goal: an essential 5000. A huge job. And time-consuming. But it needs to be done so we're chunking it down and making it fun. Simple.
- Online business documents? Same idea as the photos, but for business. Trash archived nonsense. Create a quarterly Dropbox Delete Day. Make a competition of it. Simple?

I'll share a *Resource Pack* with more ideas that expand on these (link in my bio below), but for now: simplify. It's like clearing mental garbage. The result: more clarity, more focus, aligned results, peace. Thank me later. You're welcome now.

Completed EVAs Deliver Daily Wins

I love the idea of getting up at 5 a.m. and winning before 8 a.m. ... except I'm asleep then. Besides, some wins can only come after 5 p.m., like family time. Instead ask: what EVA can I complete NOW? You'll need to choose your Essential Victory Values, and then add Essential Victory Activities. For example, my five essential values are Faith, Fitness, Family, Impact and Growth, all underpinned by Fun. I'll share my activities in the Resource Pack where, ironically, I have more space to share my ideas.

Perhaps now is the perfect time for you to define your new normal EVAs. I'm happy to help you define yours, simply connect! But try doing it yourself first. With your EVAs, every day can be a victory regardless of project-driven or trigger-driven work (like writing proposals or delivering speeches). And with margin, you'll find peace, creativity, joy and that me-time you've been missing. But beware of fake essentials that threaten your margin. Our creative thinking comes alive within those margins; even the name Eva means 'life,' and our EVAs create our space for our life-alignment.

So... Simplify. Create EVAs. Cherish your margin. And to start: simplify.



Tim Wade

A multiple-award-winning leading change speaker. Trusted by the world's biggest brands and organisations. And by government agencies, churches and awesome associations. Tim Wade's fun, dynamic, and engaging on-stage and online keynotes, training, coaching, video solutions, and events help audiences embrace, lead and motivate positive change. Click to connect (and get the Resource Pack too) here:

www.timwade.com/ebk20

tim@timwade.com

Inclusive Leadership – Why And How?

by Zsuzsanna Tungli

We all perform better when we feel respected and valued for who we are and what we contribute. In other words, we all want to work in an inclusive environment. In addition to focusing on their employees, truly inclusive organisations also drive inclusion through their products and services as well as their interactions with external stakeholders.

Why Is Inclusion So Important?

With globalisation, clients, customers, suppliers and employees are all becoming increasingly diverse. We know that diversity has the potential of producing great results but we also know that diversity can only thrive in an inclusive environment. Numerous studies (from Deloitte, PWC, McKinsey and the World Economic Forum to name a few) report the positive impact of embracing diversity and providing an inclusive environment. These benefits include higher employee engagement, more creativity and innovation, holistic decision making and problem solving, better products and services for customers, more market penetration, access to a wider talent pool and ultimately overall improved performance.

How To Create Inclusive Organisations

We have developed a roadmap consisting of six practical stages to help organisations create an inclusive culture. The inclusion starts with (and is highly dependent on) the commitment of the senior executive team. Once leaders are onboard, subconscious biases need to be addressed both at an individual and an organisational level. Ideally all employees go through very practical and action oriented subconscious bias programs which are then reinforced through regular follow-up to ensure sustainable behavioural change.

Throughout the process it is essential to involve and consult diverse groups of stakeholders while setting up new or modifying existing policies and procedures. For example, introducing and encouraging flexible work arrangements benefits all employees, regardless of their gender, age and/or nationality, as it provides the opportunity for wider participation of the diverse population in the workforce. This could be especially powerful for female executives who may have left the workforce to start and raise a family.

The Roadmap To Inclusive Organisations

To guide organisations, we believe following a clear roadmap similar to the one suggested here will help keep things on track (see diagram on next page). The first five roadmap stages are general steps, while the sixth stage is specific to the needs of each area of diversity.

Here are some examples of specific actions organisations can take in the areas of gender and cultural diversity.

Gender

1. Focus on competent and gender-diverse hires and promotions. Set KPIs, targets for recruitment, promotion and succession planning. Use percentage growth goals rather than absolute number goals. This will help measure progress as well as keep leaders accountable.

2. Use panels for hiring and promotion decisions to minimise the impact of subconscious biases.
3. Provide extra career support for women by mentoring, sponsorship and gender-specific targeted leadership programs.

Culture

1. Provide basic cultural awareness courses for all.
2. Make country- and/or region-specific cultural training mandatory for all employees assigned to a foreign country.
3. Provide additional cultural mentoring and coaching opportunities for high potential talent so that they can match higher level management's expectations regarding leadership behaviour.

The 6-Stage Roadmap To Inclusive Organisations

1. Building awareness of the business case and commitment for D&I

2. Basics for individuals: Practical *subconscious bias*, and *developing an inclusive leadership style* programs

3. Basics for organisations: De-biasing organisational policies and practices, considering both internal and external stakeholders

4. Involving diverse groups and levels of employees and external stakeholders

6. Specific interventions for diverse groups of employees and external stakeholders: Gender, culture, generations, etc.

5. Flexible work arrangements for all



Zsuzsanna Tungli, Ph.D.

Zsuzsanna's work has spanned Asia, US and Europe, in consulting as well as executive education. Her main areas of focus are global and inclusive leadership, supporting women's advancement and cross-cultural competence. She has also taught at INSEAD, IMD, National University of Singapore and Singapore Management University in the APAC region.

www.developinggloballeaders.com

ztungli@developinggloballeaders.com



“We’re here for you. We’re rallying around you.”

Meet our speakers, and
find all 55 articles
and more here:

www.asiaspeakers.org