

# LEAD Asia

Leadership News from **CCL-Asia**

## Pathways to Leadership in China and India

Women's  
Leadership  
in Asia

Transforming  
the *Hindustan  
Times*

Program  
Offerings



Center for  
Creative  
Leadership

ASIA EUROPE NORTH AMERICA

[www.ccl.org](http://www.ccl.org)

## A Message from Michael Jenkins

MANAGING DIRECTOR, CCL-ASIA

### **This inaugural issue of *LEADAsia* marks an important milestone for CCL-Asia.**

Since establishing our Asia-Pacific headquarters here in Singapore three years ago, there has been a significant increase in the number of people attending CCL courses in the region. In addition to our customized program offerings, we also launched our flagship Leadership Development



Program (LDP)<sup>®</sup> last year and saw our alumni community grow substantially. We want to keep in touch with friends and supporters of CCL throughout Asia and also reach out to people who are not so familiar with what we do or the services we offer in the leadership arena. Hence the concept for *LEADAsia*.

This past year saw the continued expansion of CCL program offerings in China – which to date have been offered only in Chinese! I am also excited that we are developing the first CCL micro-site in Chinese. That project is an important part of CCL's language strategy, which is designed to translate CCL instruments, tools and materials into languages other than English.

We continue to expand our activities in India, including deepening our partnership with the Tata Management Training Centre in Pune in the areas of leadership development, coaching and joint research.

Our newest addition to the Asia operation is a fully-fledged Research & Innovation group. This team is spearheading research in three different leadership areas in countries across Asia-Pacific. These projects are the start of a long-term initiative to study leadership trends and challenges in Asia, extend and adapt foundational leadership knowledge and create local and emergent leadership knowledge. It underscores CCL's commitment to Asia and our vision of creating a two-way street that enables us to share our knowledge with colleagues in Asia while also learning from them.

I hope you enjoy this first issue of *LEADAsia*. Please let us know what you would like to learn more about in the leadership field in Asia so that we can ensure future editions have continued appeal for you. In the meantime, watch for our LDP offerings in two new locations in 2007 – Malaysia and India.

A handwritten signature in black ink that reads "Michael Jenkins". The signature is fluid and cursive, with a long horizontal stroke at the end of the name.

Michael Jenkins  
Managing Director  
CCL-Asia

# Pathways to Leadership in China and India

**With CCL rapidly increasing its educational activity in China and India, Dr. Yuwa Hedrick-Wong, Economic Advisor, Asia/Pacific for MasterCard Worldwide, recently spoke to a team of CCL senior global executives about leadership issues in these two countries.**

According to Dr. Hedrick-Wong, a good starting point for meeting the challenge of corporate leadership development in China and India is to understand how business leaders come to be where they are in the two countries.

He describes three distinct pathways: (1) the pioneering pathway, (2) the inheritance pathway and (3) the professional pathway.



*Dr. Yuwa Hedrick-Wong, Economic Advisor, Asia/Pacific for MasterCard Worldwide*

## The Pioneering Pathway

Many Chinese entrepreneurs, especially those who had their education interrupted by the Cultural Revolution, are not well educated. Many come from very humble rural backgrounds. Most operate within an extremely short time horizon and act on gut instinct rather than on business planning. The environment within which they have to operate, including the need to deal with government bureaucracy, shapes their behavior and outlook as entrepreneurs and as business leaders.

How the pioneering pathway works in India is, not surprisingly, very different. The momentum driving it comes from the information technology revolution. In sharp contrast to their Chinese counterparts, Indian business leaders that have come through this route are mostly well educated, technologically savvy and have had some exposure to international business dealings, giving them an air of sophistication.

## The Inheritance Pathway

Children of the top leaders and high officials in China are known as "princelings." Before the 1980s, most princelings were given priority in terms of schooling, and many ended up being groomed for high positions within the government. Starting in the 1980s, many princelings opted to go into business instead, and it is through their personal connections and family pedigrees that they pursue the inheritance pathway to becoming business leaders. Their conception of corporate leadership is closely tied to the role of the state and government authority.

The inheritance pathway could not have been more different in India. Epitomizing the business aristocracy in India is the Tata business dynasty, founded in 1868. Starting in textiles and then expanding into trading, Tata Sons has grown to become one of India's leading business houses, with activities involving heavy

industry, manufacturing, chemicals, agribusiness, financial services, hospitality, IT and the Taj chain of hotels and resorts. As a business house, Tata Sons has been famous for its entrepreneurial energy and vision and for a strong sense of social welfare for its workers. Tata is just one of many family-owned business houses in India. One thing they all have in common, however, is a sense of family tradition and a shared responsibility for preserving the family fortune and legacy. Accordingly, their sense of corporate leadership is closely aligned with the values of families, legacies and traditions.

feature

## The Professional Pathway

The professional pathway in China started with the arrival of foreign multinational companies in the 1980s. Foreign businesses created a

market offering attractive wages for skilled business professionals, and Chinese institutions of higher learning started to develop their capability to meet the demand. Meanwhile, enterprising Chinese students began studying overseas. The swelling ranks of these well-educated business professionals in China, however, are still mostly in their 20s and 30s, with a small minority in their early 40s. In other words, they are very "junior" in age, and, in a society that is still organized by seniority and hierarchy, not many of them have reached a leadership position. Their time is therefore yet to come.

Over in India, a host of leading international and Indian IT companies are creating tens of thousands of well-paid new technical and managerial jobs each year. They attract the best and the brightest graduates from overseas and from India's elite institutions. Collectively, these companies form the professional pathway for a whole new generation of young Indians to lead businesses in the future. Young Indian managers and professionals rising up through the ranks are exposed to sophisticated management concepts and techniques, with opportunities for international training and postings. Moreover, since IT-related businesses thrive on being innovative and creative, they are less burdened with the tradition of age-seniority. The leadership challenge for this generation of young Indian professionals is one of going from technological prowess to genuine understanding of what leadership really means.

As the business and educational environments in China and India continue to flourish, the potential scope for CCL's work grows as well.

This article is based in part on Dr. Hedrick-Wong's forthcoming book *Succeeding Like Success: The Affluent Consumers of Asia*, scheduled for publication in November 2006 by John Wiley & Sons.

## GLOBAL LEADERSHIP DEVELOPMENT AT CCL-ASIA



The lion dance brings an auspicious start to the opening of CCL-Asia's new office space where its research unit will be housed.



Exchanging thoughts and ideas with executives in Malaysia.



CCL senior global executives have a taste of Asian culture.

## Women's Leadership in Asia

**What do the Prime Minister of Korea, the Governor of Malaysia's central bank, the deputy Premier of China, the President of the Indian National Congress and the CEO of Temasek, Singapore's national investment holding company, have in common?**

According to *Forbes* magazine's 2006 survey, they all rank among the World's Most Powerful Women. All over Asia, women are taking up leadership positions in various sectors. But what are the issues they face? How do they address them? How do they compare with those faced by women in other parts of the world?

CCL ran its first offering of The Women's Leadership Program in Asia recently. As a preface to that, focus groups were held in a number of cities to identify some of the key concerns of women leaders. Nearly 40 high-achieving businesswomen attended the sessions in Singapore, Hong Kong and Kuala Lumpur, with additional input from Mumbai, Tokyo, Bangkok and Seoul. According to Maria Chow, Custom Solutions Director, CCL-Asia, who conducted the sessions, many of the women reported facing similar challenges and barriers. They cited family pressures, traditional gender roles, direct and indirect discrimination (particularly against women who might take time out of work because of pregnancy), exclusion from informal networking opportunities (such as golf outings and drinking sessions) and resistance from men to having female bosses as the greatest barriers to getting ahead in business. Some of the issues differed between countries. In South and Southeast Asia, the affordability and availability of domestic help and childcare, alongside the tradition of extended family living, was cited as enabling women with children to continue with their careers.

(However, managing the domestic help and extended family relationships was sometimes seen as an additional burden.) Nonetheless, work-life balance was still an issue, with Hong Kong women under pressure to spend more time with their husbands, and Singapore women trying to manage their children's education. According to CCL's Ancella Livers, lead trainer of The Women's Leadership Program, the specifics vary from country to country, but the themes are broadly similar. "Many women are concerned with juggling the different roles in their lives and with the question, 'How can I be an effective leader and still be me?'"

**"Many women are concerned with juggling the different roles in their lives and with the question, 'How can I be an effective leader and still be me?'"**

– Ancella Livers, lead trainer of The Women's Leadership Program

The Women's Leadership Program explores these issues and others as well. Through role-play, assessments, feedback and viewing themselves on video, participants identify developmental challenges and work on behavioral changes that can improve leadership effectiveness. Although this benefit was viewed by participants as one of the most valuable 'take-aways,' participants also enjoyed the opportunity to get to know and work side by side with women from other companies and industry sectors. Maria Chow commented, "Initially the group was more reserved than you would get on the same course in the US or Europe, but that changed quickly as participants got to know each other and threw themselves into the activities."

# CCL Briefings

## Survey Ranks CCL Among World's Top Executive Education Providers

The *Financial Times* ranked CCL among the overall Top 5 providers of executive education worldwide in its 2006 survey of the field. CCL was the only institution in the survey focused exclusively on leadership education, placing it in the company of many of the world's elite business schools.

CCL, which has campuses in Asia, Europe and North America, was also ranked No. 5 worldwide for open-enrollment programs and No. 9 for custom programs.

With its No. 5 ranking, the *Financial Times* ranked CCL's open-enrollment programs in the top 10 worldwide for the fifth straight year. The Center's open-enrollment programs also placed among the Top 5 in four categories: course design, teaching materials, faculty and aims achieved.

CCL's custom programs were rated among the Top 5 in two categories: value for money and teaching materials.

The *Financial Times* executive education rankings were based on surveys of organizations and individuals from around the world who rated leading executive education providers, such as Duke, Stanford and London Business School, for quality and impact.

"It is a distinct honor for the Center to be ranked consistently among the top educational institutions in the world," CCL President John Alexander said. "The *Financial Times*' survey findings confirm that our work is creating significant and lasting impact for the individuals and organizations we serve."

## South China Morning Post Series Spotlights CCL Expertise

The *South China Morning Post*, Hong Kong's leading English language daily newspaper, recently published an 11-week series featuring by-lined articles by CCL faculty members on a range of key leadership topics. The series, which ran from July to September 2006, included articles of interest to leaders throughout Asia. Topics included coaching, adapting to change, leading through transition, work-life balance and communicating across cultures. To read the full articles in the series, visit [www.ccl.org/inthenews](http://www.ccl.org/inthenews).

*"The Financial Times' survey findings confirm that our work is creating significant and lasting impact for the individuals and organizations we serve."*

– John Alexander, CCL President

## CCL Activities Attract Widespread Press Coverage

Journalists throughout Asia are increasingly turning to CCL as a source of expertise on leadership. Regional press coverage in recent months was highlighted by *The Wall Street Journal Asia*'s interview with CCL President John Alexander. An interview on Channel News Asia with CCL faculty member Ancella Livers about the leadership challenges facing women and minorities and a profile in *CFO Asia* of an alumna of CCL's The Women's Leadership Program have also appeared recently.

CCL's partnership in India with the Tata Management Training Centre, as well as work with other clients, drew coverage in *Indian Business Today*, the *Business Standard* and the *Hindustan Times*. In Singapore, *The Edge*, a business and investment weekly, published a lengthy interview with Michael Jenkins, managing director of CCL-Asia.

## CCL-Asia Plays Leading Role In Major Conferences

CCL staff and researchers frequently present at leadership conferences throughout the region. Recently, CCL-Asia Managing Director Michael Jenkins discussed talent and leadership development at the World HR Congress in Singapore. Jenkins also presented on leadership and high-performance teams at the National Council of Social Service's LeadersXchange event in Singapore. CCL researchers Meena Wilson and Jeffrey Yip presented on "The New Terrain of Leadership Development in Asia" at the Asia-Pacific Leadership Development Conference, which CCL co-sponsored with Lominger.

## New Program Focuses on Global Leadership

CCL is preparing to launch a new open-enrollment program in 2007 on global leadership. The program is designed to help senior leaders and executives succeed in the global environment of virtual communication, cultural differences and conflicting needs and requirements. This action-oriented experience offers techniques for managing people from different cultures in order to work together more effectively on a day-to-day basis. Participants will enhance their effectiveness as global leaders, learn to identify potential cultural missteps and better understand how to navigate the tensions between company headquarters and regional offices. For more information, please contact Cile Johnson at [johnsonc@leaders.ccl.org](mailto:johnsonc@leaders.ccl.org) or +1 336 286 4295.

## CCL Launches Premium Service for Alumni, Friends

Leaders looking for deeper access into CCL's expertise on leadership development have a new option – the myCCL Premium membership. An extension of myCCL, an online community that offers alumni and friends newsletters and white papers on leadership, myCCL Premium offers a wealth of additional benefits to members. They can receive product discounts, learning tools, premium articles, leadership poll data and other information. Introductory fees for the service are \$150 U.S. annually or \$350 U.S. for a lifetime membership. For more information, please visit [www.ccl.org/myccl](http://www.ccl.org/myccl).

# The New Terrain of Leadership Development in Asia

**In a global study involving 389 leaders from 28 countries, CCL found that 93 percent of survey respondents believe that the challenges they face today are more complex than those of five years ago.**

Additionally, 83 percent of the leaders in the survey believe that the definition of effective leadership has changed in the past five years.

These statistics suggest that

globalization and economic growth are exerting strong pressures on the nature of leadership in Asia, necessitating an examination of leadership development issues as they pertain to the region.

CCL set up a research unit in Singapore in 2005 to gather and analyze data that will help further the understanding of leadership issues and challenges in Asia. Three studies, spanning four countries, more than 45 organizations and several hundred executives, are being undertaken over the next three years. The research from the following studies will be applied to new leadership programs, products and services that will help organizations and individuals navigate the complex challenges facing leaders in Asia and the rest of the world.

**1 Lessons of Experience** explores the career and life experiences that shape leadership development in Asia. The study builds on nearly 30 years of CCL's original research with thousands of leaders and organizations globally. Two key research questions form the core focus of the research: What are the processes by which executives learn, grow and change over the course of their careers? What factors differentiate successful executives from those who derail at senior levels?

From initial data collected in India and Singapore, the CCL research team, led by Dr. Meena Wilson, has found two key challenges: 'boundary crossing' – working effectively in various functions, cultures, geographies, organizations and industry sectors; and 'boundary spanning' – successfully bridging two or more functions, cultures, geographies, organizations and industry sectors.

**2 Understanding the Leadership Gap** identifies the leadership skills and perspectives critical for success in Asia and measures the perceived gap between the extent to which those skills will be needed in the future and the extent to which they are currently present in the organization.

**3 Bridging Cultural Boundaries** focuses on leading teams across distances, countries and cultures. It seeks to find out the types of leadership practices that are effective in bridging cultural divides in diverse and multicultural Asian work contexts.

All three studies have commenced with interviews and data collection. Says Dr. Wilson, "For the first time, we are attempting to build models and processes for a global audience out of research undertaken in Asia."

For more than three decades, CCL has integrated behavioral science research and practical business application. The research unit is staffed by seven research professionals. It is the only research facility in Singapore dedicated exclusively to understanding leadership and leadership development.

## research and innovation

## participate

CCL-Asia is seeking organizations and executives throughout Asia who are willing to collaborate with our researchers to explore leadership challenges, leadership effectiveness and leadership development across the region. These research projects will yield new insights and help the Center develop tools and applications that are relevant to Asia's unique leadership needs.

Organizations participating in each project benefit from collaboration with the Center in a variety of ways. A few of the benefits include:

- Early access to tools and interventions developed out of the research
- Organization-specific reports that detail project findings
- Opportunities to share best practices with other organizations and leaders
- Recognition for participating in the study in various CCL publications and external publications, if desired

For further information, please contact the CCL-Asia Research Group.

Phone **+65 6854 6000** E-mail [asiaresearch@leaders.ccl.org](mailto:asiaresearch@leaders.ccl.org)

# Fostering Change and Renewal at The Hindustan Times Group

**The Hindustan Times Group (HT Media Ltd.) is home to two of India's leading newspapers – *Hindustan Times* (the flagship English daily, whose Delhi edition alone has a circulation of more than one million) and *Hindustan* (a Hindi newspaper). The company also has a significant online presence with [HindustanTimes.com](http://HindustanTimes.com). It is a family owned business with connections to some of the key figures in India's history. Mahatma Gandhi urged the setting up of The Hindustan Times Group to air the views of the Indian population at a time when only British views were widely publicized. Despite its historical roots, however, HT Media Ltd. is rapidly transforming itself into a vibrant and modern media powerhouse.**

The man who has been charged with leading this change is CEO Rajiv Verma. Verma was recruited to join HT Media because of his experience with multinational corporations and turning around struggling organizations. Joining HT from manufacturing giant Whirlpool, and with prior experience at Unilever and Nestlé, he readily admits to a lack of prior experience in the media sector. "However, certain skills apply across industries," he says. "When you change, you bring best practices from one industry into another." Rajiv also believes that HT needs the renewal experience that his leadership can bring. "Every few years you have to break out of your comfort zone and do something which is very, very different, which forces new learning, new experiences," he says. "It does cause a lot of pain, but that's the only way to grow. As a leader, intellectual growth takes place when you push yourself through some very difficult tasks like this. It's all about people, the way they relate to one another. How do you inspire them to join together and do something beyond just getting a pay check at the end of the month?"

Verma has instituted a company wide leadership development program to build the leadership capacity of his teams. He has also made some personnel changes. In his view, "the first job of a leader is to make sure the right people are in place. I brought in people I thought were best suited to the job in hand. We had a common goal and similar motivations. It worked well once

the new team was built and alignment was created." Having attended a CCL leadership program while working for a multinational company, he asked CCL-Asia to put together a special leadership development program for his new executive team. "This program was truly a turning point for our organization – it was inspiring. We have gone from strength to strength since then."

When asked to describe how HT has changed, Rajiv is emphatic. "Incredibly! Ten years ago, it was a very inward looking company. I brought in a set of leaders who were



**"Every few years you have to break out of your comfort zone and do something which is very, very different, which forces new learning, new experiences."**

– Rajiv Verma, CEO, HT Media Ltd.

capable of managing the organizational transition. I have also actively tried to reach out to global thinkers – leaders in their own right – who are participating and passionately involved in building a successful company for the future," he says. "In addition to that, I am reaching out to companies outside of India to explore making joint ventures or alliances and partnerships with them."

One venture which has also gone from strength to strength is the Hindustan Times' annual Leadership Summit, which began in November 2003. It has grown into a powerful forum that brings together leaders from different walks of life to discuss critical world issues. World-class speakers have ranged from India's Prime Minister Dr. Manmohan Singh and Sonia Gandhi, President of the Indian National Congress, to UN Ambassador (and former James Bond actor) Sir Roger Moore and Anita Roddick, founder of The Body Shop plc. The fourth Leadership Summit, which will be attended by CCL President John Alexander, is scheduled for November 17-18 in Delhi. Its theme: 'India: the Next Global Superpower'.

alumni

## Program Offerings

Our flagship Leadership Development Program (LDP)<sup>®</sup> for mid- to upper-level managers, will soon be coming to a city near you! Typically described by participants as the one development experience that has changed them the most, both personally and professionally, this program uses self-awareness tools and activities to enhance your own leadership capabilities. You will learn strategies for continuous development through extensive assessment, group discussions, self reflection, small group activities and personal coaching. For more information, visit [www.ccl.org/asia/ldp](http://www.ccl.org/asia/ldp) or call **+65 6854 6000**.

LDP<sup>®</sup>

### 2006 SCHEDULE

DATE	LOCATION
December 4 - 8	Singapore

### 2007 SCHEDULE

DATE	LOCATION
January 8 - 12	Singapore
February 12 - 16	Kuala Lumpur, Malaysia
March 19 - 23	Singapore
April 23 - 27	Singapore
May 14 - 18	Singapore
June 25 - 29	Singapore
July 23 - 27	Singapore
August 20 - 24	Singapore
September 10 - 14	Mumbai, India
October 15 - 19	Singapore
November 19 - 23	Singapore
December 3 - 7	Singapore

### 2008 SCHEDULE

DATE	LOCATION
January 14 - 18	Shanghai, China
March 10 - 14	Singapore

## Custom Solutions

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

## About the Center for Creative Leadership

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



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

CCL annually serves leaders from more than 1,000 organizations – both public and private, including two-thirds of the Fortune 500. Each year, approximately 20,000 individuals participate in a CCL program and 100,000 professionals complete a CCL assessment.

## Staff



**Luke Novelli**  
Senior Fellow,  
Asia Director,  
Open-Enrollment



**Shakander Chahal**  
Financial Controller,  
Director, Business  
Development, South Asia



**Carolyn Chan**  
Director,  
Client Relations



**Maria Chow**  
Director,  
Custom Solutions



**Roger Byrne**  
Director, Asia  
Pacific Leadership  
Development



**José Ferreira-Filho**  
Operations Manager



**Jane Koo**  
Programs and  
Promotions Manager

These are just a few of our CCL-Asia staff members. To learn more about CCL-Asia please visit [www.ccl.org/asia](http://www.ccl.org/asia).

**LEADAsia** is published by the Center for Creative Leadership -Asia.

Editor Joyce Jenkins

Contributors Jane Koo, Stephen Martin, Hoyt Phillips

Design 29 & Company

© 2006 Center for Creative Leadership. All Rights Reserved.

### CCL -Asia

Center for Creative Leadership Pte. Ltd  
501 Orchard Road #21-01  
Wheelock Place  
Singapore 238880

**Phone** +65 6854 6000

**Fax** +65 6854 6001

**E-mail** [cclasia@leaders.ccl.org](mailto:cclasia@leaders.ccl.org)

To subscribe to **LEADAsia** please contact the above address.

### Locations

**CCL -Asia**  
Singapore

**CCL -Europe**  
Brussels, Belgium

**CCL -North America**  
Colorado Springs, Colorado, USA  
Greensboro, North Carolina, USA  
San Diego, California, USA