New Asia Leadership: Adapting to a Changing Regional and Global Economy

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Welcome

Dare to be Great!

- Vision
- Belief
- Desire
- Courage
- Integrity
- Passion
What are the Characteristics of “Good Leaders”

3 Characteristics

- ________________
- ________________
- ________________
What are the Characteristics of “Bad Leaders”

3 Characteristics

• ______________

• ______________

• ______________
Professor Dr. Philip Hallinger

- Doctorate in Education Management from Stanford U.
- Chair Professor of Leadership & Change, Hong Kong Institute of Education
- Dean, College of Management, Mahidol University, Thailand
- Professor of Leadership at Vanderbilt U. (USA)
- Author of 10+ books on leadership
- International trainer
- Golfer, singer of Vietnamese and Thai Music
Objectives

✔ To examine the changing business environment in Vietnam and Asia
✔ To discuss the requirements of leadership in this changing business environment
✔ To see how Asian business leaders are responding to pressures for change
✔ To look ahead to successful business leadership in Vietnam today and tomorrow
The Changing Context of Business in Asia
We Live in an Era of Rapid Change

Children entering primary school in Asia today cannot imagine the world in which their grandparents lived and into which their own parents were born just 25 years ago.

(Peter Drucker)
Change is the constant state today

- Global economy
- Regional economy
- Technology
- Communication
- Global economy

But resistance to change is natural
Change from the Outside-In

- In Asia most change comes from outside our national borders.
- Local traditions and norms resist change for as long as possible.
- Change happens in small steps unless local or international expectations cannot be met.
Consumer Expectations are “Global”

“Consumers around the world are developing similar expectations about what they ought to be able to buy as well as about what it is they want to buy.”

Kenichi Ohmae
What is World Class?

“As a company we must be competitive one person at a time. Each staff member must be as good or better than the best counterpart of that class of job anywhere in the world.”

J. Galvin, CEO Motorola
## Leading Change at Your Company

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<th>Recent Changes</th>
<th>Problems Making Change</th>
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Why organizations change slowly

“A world in which change is the rule would be in chaos. A society must always have one foot on the brake.”

J. O’Ttoole
Resistance to Change is Natural

Change involves letting go of the past, while gaining new skills and confidence.
What does he need to change?

• _______________
• _______________
• _______________
• _______________
• _______________
Resistance to Change: A Paradigm Shift

- If change is too fast we become confused and ineffective.
- Resistance to change can be healthy.
- Many changes lead to more resistance.
- But, too much resistance and you become a dinosaur.
New Leadership in a Changing Asia
Management Practice in Asia is Being Transformed

- Global economy
- Regional economy
- WTO
- New technology
- Process engineering
- ISO/quality systems
- Language of business (English, Chinese)
“I don’t pass the ball to where my teammate is now. I pass it to the spot where he is running.” Leo Messi

Business leaders must plan for the future business context
What Leaders Can and Cannot Do

✦ Leaders are gatekeepers of change.
✦ No change will happen without leadership.
✦ But leaders cannot make change happen alone.
Leadership: Old and New

- Create a “shared vision”
- Coach others for success
- Give moral support
The Limits of Leading with Power

“Without the power of kings, authority alone is unlikely to break through the resistance to change. People will ignore you or pretend to cooperate while doing everything possible to undermine your efforts.”
Leading by Heart: เข้าใจ

- We lead ‘people’ and we manage ‘things’
- To lead requires you to find ways to motivate staff in their work
- *Motivators* differ from person to person
- Effective leaders adapt to other people
Motivate your Staff

- Staff are your most valuable resource
- Build their capacity
- Think for the future, not only today
- Create a winning team
Vietnamese Leader ‘EQ’

- willing speech but unwilling heart
- Remain calm: when a man grows angry, his reason rides off.
- the egg cannot be as clever as the duck
Moral Leadership (Đức trị): Trust and Respect

- A leader without trust and respect is powerless.
- If the leader thinks one way, says another way, and does another way, no one will trust him.
- Use **modeling** to influence.
Expert and Moral Authority

- A leader must be “taller one head more than his subordinates.”
- Ho Chi Minh said, “A man of talent without righteousness is useless, a man of righteousness without talent does whatever with difficulties.”
Leadership Style

The art of leadership that combines the use of legitimate power with moral behavior, trust building, and staff support to achieve goals. (Truong, 2012)
Leadership Style
Use Positive Pressure

- Communicate a vision & goals.
- Set clear expectations.
- Set a deadline for results.
- Coach others to set and achieve personal goals.
- Use peer pressure.
- Make progress visible
- Have staff demonstrate or teach skills to others.
- Celebrate success.
Be the Change you want to see!

- Be a model for what you want to see in others
  - Values
  - Expectations
  - Relationships
  - Behaviors
Thank you!

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