



# Developing Leaders in the ASEAN and the wider region

Headline sponsor



Contributing sponsor



Partner



ASEAN FOUNDATION

Supported by





## What is the ASEAN Leaders Programme?

The ASEAN Leaders Programme brings together senior leaders from the ASEAN and beyond, helping them to make people-to-people connections, develop Cultural Intelligence, share knowledge, and realize the immense potential of the ASEAN Community.

The programme is run annually, in partnership with the ASEAN Foundation and with the support of GE, FWD and the UK FCO. Launched in Singapore in 2016, the programme has been delivered in Singapore, Jakarta, New York, Manila and Pune.

“As global citizens we recognize the need for strong leadership to tackle the challenges of an ever-changing, complex and boundary-less world. At GE we believe that the individual excellence of people, and the collective progress that they will generate across all sectors and communities, will pave the way to success. That’s why we have partnered with Common Purpose to support the ASEAN Leaders Programme... as it enables us to invest in the development of local leaders that will be able to make a difference in the cities and the communities where we are active in the ASEAN.”

Wouter van Wersch,  
President & CEO, GE ASEAN

“The UK is at the forefront of tackling the major challenges that the world faces today. We know that no global challenge can be solved by one country alone, and that no single country has all of the answers. Leaders from every field and every country need to work more closely together now than ever before. We are pleased to have helped to establish the ASEAN Leaders Programme and hope that all involved will remain in close contact with the UK. We look forward to continuing to work together with people in South East Asia from all sectors to find solutions to today’s most pressing concerns.”

Scott Wightman, British High  
Commissioner to Singapore

## Executive summary

This report assesses the impact of the ASEAN Leaders Programme on participants.

The ASEAN Leaders Programme aims to help leaders build strong connections, share knowledge and develop the Cultural Intelligence required to grow ASEAN's cities, realize the immense potential of the ASEAN Community and secure the future of its people for generations.

The programme brings together a unique group of senior leaders from the different sectors and backgrounds across the ASEAN region. The different perspectives that they bring from across the region enrich discussions and enable innovative approaches to problem-solving.

The programme provides participants with a framework to improve their leadership skills, meet challenges and opportunities in the region and contribute to innovative and sustainable growth critical to its future.

The programme centres on a compelling Challenge that is real, significant and critically impacts the growth of ASEAN and the success of its people. It underpins the leadership learning on the programme. Participants from the ASEAN region tackle the Challenge and collaborate in real time to develop practical proposals.

### **The Challenge for the ASEAN Leaders Programme 2018**

#### **“What makes a city smart and inclusive?”**

‘Smart cities’ is an idea that usually describes how technology and the Internet of Things are used to make cities more efficient. The ASEAN Leaders Programme looks at smart cities in a broader sense: to see how its systems, sectors, leaders, and people can connect, communicate and work to make the city inclusive, and equip citizens to face present and future challenges together.

On the programme, participants tackled the challenge, learned about leadership and innovation as they generated ideas in response to it.

### **Singapore 16 – 20 July, 2018**

In Singapore, technology and ideas play a key role in preparing the city for the future. On the programme, participants met experts, drawn from across sectors, who are at the forefront of innovation and change. Participants also developed Cultural Intelligence as they worked within a diverse group to form innovative ideas and presented them to a panel of judges.

### **Jakarta 11 – 14 September, 2018**

Jakarta is a growth engine in the ASEAN. This is where participants had the opportunity to test their learnings. They examined how leaders in this dynamic city navigate challenges, cross boundaries and seize opportunities for collaboration and growth. The different location - and wider context - deepened their understanding of the challenge, and enriched their own leadership learning.

## Measuring impact

As a result of the ASEAN Leaders Programme, leaders adopt a much broader perspective, and have a greater ability to adapt to new situations and deal with complex problems both within and outside their organizations. For many, their learning enhances how they work with their teams, clients and stakeholders. They build deep relationships and establish their own networks, which create opportunities for knowledge sharing and collaboration across the region. Moreover, many participants actively take a different approach to leadership and decision-making following the programme.

The ASEAN Leaders Programme also provides an opportunity to develop practical project outcomes in response to the 2018 Challenge; projects which participants can work on and implement beyond the programme.

The programme has proven itself to deliver a unique and memorable experience for participants and stakeholders alike, as well as develop the behaviours and competencies crucial for participants to operate as regional and global leaders.

At the end of the ASEAN Leaders Programme Singapore Leg, participants were asked to complete an assessment to measure their leadership skills and competencies. In addition, participants were interviewed in-depth after the programme to gain a deeper insight into the impact and outcomes from the programme.

Analysis of the results of both the assessment and interviews highlights changes in a number of key behaviours and competencies, demonstrating the impact of the ASEAN Leaders Programme on participants.



A total of **46** participants participated in the ASEAN Leaders Programme 2018

Representing **12** countries



Representing **40** organizations including

GE, FWD, RMIT University, DBS Bank, Ministry of Finance Singapore, myHarapan Youth Trust Foundation, Public Private Partnership Center of the Philippines, UNICEF, Manulife, PT Bank HSBC Indonesia, Ministry of Education, Youth and Sport (Cambodia)

**58%** female participants

**42%** male participants

**22%**  
Government  
and Public

**58%**  
Private

**20%**  
NGO

**5** innovative ideas generated

**99%**

=

said that ASEAN Leaders Programme was good value for time

**97%**

=

are better able to spot common ground and make connections between people

**95%**

=

are better able to lead or operate within a diverse team

**95%**

=

are better able to make complex decisions involving multiple stakeholders

# More Inclusive



The ASEAN Leaders Programme develops inclusive leaders with Cultural Intelligence (CQ) - the ability to cross divides – between geographies, generations, sectors, specialisms, backgrounds and beliefs - and thrive in multiple cultures. Not only are leaders with CQ able to unlock the innovation that comes from diverse teams, they also result in more resilient teams. Because differences are not papered over, they don't eventually break the team apart in tough times.

## Analysis of the results of both the assessment and the interviews shows that as a result of the ASEAN Leaders Programme:

**94%** are better able to lead or operate within a diverse team

**98%** feel more able to engage with people who are different to them

**96%** are better able to create the conditions required for innovation to occur



“It’s good to see different perspectives from different sectors across the ASEAN region. I’ll definitely share what I learned from the ASEAN Leaders Programme with my multi-national team. The team usually has a lot of touch time that focuses more on actions and results rather than focusing on the individual. The framework around CQ that I learned from the programme will help the team navigate through our differences.”  
Rachata Sankhavanija, General Manager  
Commercial Operations, APAC, GE (TH)

“From the ASEAN Leaders Programme I learned about Cultural Intelligence and had a first-hand experience through the course of the programme. I started adapting it immediately by learning to understand your own culture first and then you can understand the culture of other people. However, I learned that it’s not enough to understand the differences. What’s more important is to try and bridge that difference without losing your core in the process.”  
Khanh Le Minh, Director Finance, RMIT University Viet Nam

“It’s really interesting to be able to work with participants from different backgrounds, industries, cultures, sentiments and beliefs. I’m used to working with the people who have similar mind-set and background in my daily routine. The ASEAN Leaders Programme is unique in that the diverse cohort provides me with different perspectives and a deeper understanding of different cultures. It was also really good to understand the theory behind Cultural Intelligence because it’s something that’s new to me.”  
Terzian Niode, Associate Vice President,  
PT Bank HSBC Indonesia (ID)

## Impact story

# How Mya used Cultural Intelligence to foster team inclusivity

**Mya Thida Than**  
Technical Officer,  
Co-Operative Bank (PLC), Myanmar

“Within a short period of time, I had a great learning experience from the ASEAN Leaders Programme. My biggest learning centred on leadership and what that means to me, the value of innovation and the importance of Cultural Intelligence.

“Most importantly, Cultural Intelligence has allowed me to cross boundaries not only in my personal life but especially in my working environment. Developing Cultural Intelligence plays a very important role within my team since most of our vendors are foreigners. I shared the concept of core and flex with my team – how important it is to protect their core and to recognize when to flex.

**“As a result, my team was able to collaborate with our vendors enabling the group to do our projects effectively and efficiently. As a team, we are able to manage several IT projects simultaneously related to ATM Switch, EDC (POS) and eCommerce Payments, and in-house software development for our core departments.**

**“Cultural Intelligence has made my team more resilient, cohesive and innovative.”**





# Broader Horizons



The ASEAN Leaders Programme has created a unique network of exceptional leaders, all of whom have in some way increased their ability to lead and connect within the region.

The programme requires participants to work on a complex and unfamiliar Challenge alongside a diverse peer group. In doing so, they are challenged to adapt to new environments and question their deep assumptions whilst solving complex problems. As a result, participants are more likely to seek out multiple perspectives and see their own situation within a broader context when making decisions and tackling challenges.

**Analysis of the results of both the assessment and the interviews shows that as a result of the ASEAN Leaders Programme:**

**94%** are better able to adjust their behaviour to adapt to culturally diverse situations

**96%** are better able to spot common ground and make connections between people

**94%** can now recognize their biases and minimize their effects

“I come from the Singapore public service so we deal with Singaporeans or other government officials the vast majority of the time. I thought the ASEAN Leaders programme was a very useful setting where I learned from other leaders from the commercial world and the not-for-profit sector. The need to understand the different ways of thinking and responses to issues is very important in order to work with other ASEAN countries in overcoming the challenges we face.”  
Ser Huei Chia, Director, Ministry of Finance, Singapore

“I joined the ASEAN Leaders Programme because I wanted to get an insight on business processes in ASEAN but the programme in a very, very positive way exceeded all my expectations. The programme is right at the cusp of what I’m looking for because of my current leadership role at DBS working with emerging markets in Asia. In this role, leading from the region and having an understanding of what people on the ground are thinking are very important traits. ALP has provided me with the opportunity to meet leaders from within the region and having that understanding of how they operate, how they think and what their challenges are. The programme has not only accelerated my learning but more importantly it has helped to broaden my learning, giving me new roads to go on to.”  
Akhil Doegar, Executive Director CBG Digital, DBS Bank Singapore

“I find that with the ASEAN Leaders Programme I’m really able to hone in on the region’s challenges and to link the local challenges in Myanmar to the regional issues. In these five days, the experience has been to really delve deep into the region and to be with each representative from each country of the ASEAN. The programme allows ASEAN leaders to inspire and get ideas from each other, to be together in tackling challenges. The ASEAN Leaders Programme is unique in a sense that it allows us to find inspiration in each other’s work and to go back stronger to our respective countries.”  
Khin Khin Lwin, PhD Student (Myanmar), National Centre for Peace and Conflict Studies, University of Otago

## Impact story

# How Thess applied a broader cross-sector perspective for her organization's success

**Thess L. Laranang**  
Director IV, Administrative Service  
Public-Private Partnership Center of the Philippines

As a newly-hired Service Director of the Administrative Service, Thess felt the need to enhance her leadership competence especially in adapting to this new role and managing a dynamic team. The Administrative Service has three distinct but interrelated divisions providing general support and administration to the PPP Center which are the Human Resources, General Services and Finance Divisions.

**“My participation in the ASEAN Leaders Program was very timely and helpful because it brought a wider perspective on leadership principles, management policies, styles, frameworks, building collaborations, Cultural Intelligence, among others.”**



One important framework that she took away from the programme came from the group's immersion visit at DBS Bank Singapore. Thess found their Organizational Model particularly applicable to her organization.

Upon her return to Manila, Thess, along with her team, set out to make organizational enhancements patterned from the DBS model:

1. From Projects to Platform – The team took a more holistic approach by looking at a service-platform, not on a project approach. While every division has to deliver their services based on their core functions, at the end of the day, they have to ensure that they provide integrated support services.
2. Develop High Performing Agile Teams – They reviewed their competency needs, and how this relates to their delivery of key performance areas. Along the way, they thought that they were focused on traditional KPIs, and the team translated these to strategic KPIs in order to drive higher performance through more specific, measurable, and time-bound performance targets. More targeted capacity-building interventions were identified and conducted.

3. Automate – The team agreed to automate the following : Personnel Income and Deductions System, the Supply Management Database System, and the Employee Profile Database System for better service delivery. These agreements were included in the concerned employees' IPCR and divisions' DPCR to ensure implementation, accountability and monitoring.
4. Design for Modern Systems – They evaluated and streamlined their core processes for better efficiency and internal controls. This effort was also aligned to the Quality Management System of the agency and the Law on Ease of Doing Business.
5. Organize for Success – All these efforts have been started and completion of the systems are targeted by end of 2019.

Thess believes that while existing process, and procedures are in place, enhancements to continually improve are needed to support the organization's quality objectives, and deliver value-added services with total client satisfaction. Ultimately, this will result in organizational development and success, through teamwork and collaboration.

## More Collaborative



In today's complex and ever changing world, senior leaders are required to work collaboratively to bring about fast paced and complex change. The ASEAN Leaders Programme reinforces for leaders the importance of stepping out of their default positions to lead differently and make a positive impact on their teams, organizations and cities.

The learning outcomes from the ASEAN Leaders Programme indicate that participants seek out different perspectives when solving problems. The exposure to diverse people and the access to different perspectives, approaches, and ideas encourage them to think outside of the box.

### **Analysis of the results of both the assessment and the interviews shows that as a result of the ASEAN Leaders Programme:**

**94%** are better able to navigate complex situations involving multiple stakeholders

**93%** feel more able to lead or operate beyond their area of authority

**95%** feel better able to contribute to their organization, university or community



**“This is an amazing programme that has helped to bring my leadership skills to a different level both at work and in my personal life. I’m excited to bring what I learnt from this programme to help my people, coach and empower more people in my organisation and my community.”**  
Khenglay Song, EVP / Chief Operation Officer, Canadia Bank, Cambodia

**“Dealing with multiple stakeholders, I learned that it is important to work as a team. It is also important to empower everyone on their strengths so that we can deliver the results. It was through first understanding the team’s needs that we are able to then work together collectively.”**  
Clement Lo, Consultant, Humana International, Malaysia

**“The ASEAN Leaders Programme does not only give us interactivity with other participants but more importantly the interactivity with the host city that you’re in. I really like that the programme makes the city that we’re in a classroom and allows you to form a relationship with that city. As a result, it challenges you to think about your own experiences and you take that back to the organization where you’re from. This will bring a more global perspective to how your organization thinks.”**  
Joshua Goodrick, Director Talent & Organisational Development, RMIT (AU)

## Impact story

# How a collaborative effort between Common Purpose Alumni led to a waste-management solution for the city of Yangon

**Khin Suu Yin,**  
Deputy General Manager  
KBZ Technology Engineering (Myanmar)

and

**Ei Ei Khine**  
Senior Manager, ICT Strategic Planning & Quality  
Ooredoo Myanmar

Several ASEAN Leaders Programme alumni from Yangon have collaborated on a project to address the waste management issue that their city is facing. The idea was sparked after immersion visits with Qlue, a smart city solutions provider based in Jakarta, and Bank Negara Indonesia (BNI).

Due to the Yangon municipal's lack of resources and facilities, the garbage collection system could not cover every street corner of the city. The government is already engaging the community for help in clearing and collection and in educating its citizens. However, the group felt that the city could implement smarter and more effective actions in order to make a significant impact.

As part of its smart city development, the city of Jakarta in partnership with Qlue launched the smart city app, a dedicated communication app for citizens to report problems directly to the local government and businesses. The Yangon alumni saw this as a possible solution for their city's waste problem. The smart city app will allow citizens to report rubbish disposal problems in real time and will allow authorities to take immediate action.

Another immersion visit to Bank Negara Indonesia introduced a second solution for the Yangon cohort. The state-owned bank began accepting trash in exchange for money to reap economic benefits from managing waste.

Khin Suu Yin, a participant of this year's programme, shared:



**“Qlue and BNI’s solution are beneficial for both the Yangon government and its citizens. The feedback system provides accountability and real-time action from the government, which in turn earns the citizen’s trust in their government. At the same time, the reward system will ensure that the citizens will take action even without the government’s help.”**

Ei Ei Khine, another participant from Yangon, mentioned that the group has sent their waste management proposal to the Governor's office. They are hopeful that the government will see the benefits of the proposal and will implement it in their city in due course.



# Ideas generated

## CHALLENGE:

How do we ensure technology advancement brings society together?

## SOLUTION:

### Family Pack

The group believed that it is critical to connect a family to the smart city ecosystem and bring them along as one cohesive unit.

Members of society adopt smart city concepts at a different pace. Family Pack is a partnership organization, which would facilitate the opportunity for youth and elderly to embrace a smart city whilst enabling adults to focus on their daily routine. This concept is scalable and flexible depending on ASEAN country demographic needs.



## CHALLENGE:

How do we manage food waste?

## SOLUTION:

### Second Byte

Global food loss and waste is estimated to amount to 1/3 to 1/2 of all food produced. In 2016, Singapore generated 761,000 tons of food waste. The largest supermarket chain in Singapore, NTUC Fairprice, generated 1,278 tons of unsold waste.

One solution is using smart technologies to provide better oversight of the food supply chain, linking consumers, producers and retailers. 'Second Byte' is an innovative tech solution suggested by participants of ALP, using a mobile app to link the food supply chain, reducing food waste by matching excess food supplies with unmet demand.

## CHALLENGE:

How can we share resources across sectors?

## SOLUTION:

### Centre for Talent

How do we share resources across sectors to make a meaningful impact? Collaboration! With people living and working within a shared urban ecosystem, shared understanding and decision making will be crucial.

The Centre for Talent, Innovation, Diversity, and Growth is a multiple partnership among public, private and civil society. The Centre is a single platform for individuals, groups, and institutions from diverse backgrounds working together collaboratively to share resources, foster talent and innovation, and harness the infinite potential for growth by tackling a variety of challenges in terms of funding, of access to global expert knowledge sources, and of the ability to tap into a diverse pool of talent.

## CHALLENGE:

How do we ensure social cohesion?

## SOLUTION:

### Digi Law

Equally important in ensuring social cohesion in urban environments will be a shared sense of justice.

The 'Digi Law' app provides legal advice service for ASEAN citizens. It uses mobile connectivity to link citizens to legal experts who will give instant advice to their problems. This opportunity opens up more affordable access to legal advice that many citizens would previously be without, providing a shared, accessible vision of justice for future populations.

Digi Law has two modules. The first module is the Digi Law app, which has four components: Services, E-learning, Q&A, and Legal Information. The second module is the Digi Law one-window service centres in remote areas, which ensures that all ASEAN citizens will have access to the service even without mobile.

## CHALLENGE:

How do we make technology-driven solutions inclusive?

## SOLUTION:

### Smart 'Me to We'

Digital technology will play a key part in emerging smart cities and urban solutions, from traffic optimization to energy saving. But delivering technology-driven solutions also needs to be inclusive, without leaving some citizens behind.

This concept was explored in two ideas at this year's ALP. The Smart 'Me to We' solution is an idea designed to help gamify uptake of digital banking with senior citizens, converting a simple and accessible love of simple gaming into a transitioned understanding of cashless payment and societies.

## How:

1. Embed the app in their routine: Work with games apps which the target segment play.
2. Incentives: Can only be used via digital platforms, such as e-payment. The incentive can only be used electronically.
3. Scaling up: Can apply to other behaviour - healthy living or saving water – or other ASEAN countries.

# List of participants

Name	Position	Organization	Country
Akhil Doegar	Executive Director, CBG Digital	DBS Bank	Singapore
Aye Aye Myint	Information Management Senior Manager	Ooredoo Myanmar	Myanmar
Azizah Airin Aziz Nyimas	Manager/ Sustainability Manager in Development Group	PT Bank Negara Indonesia (Persero) Tbk	Indonesia
Benjamin Soo	Founder	Modern Lao Homes	Lao People's Democratic Republic
Chansada Sonnasinh	CEO	BDP Micro Finance Co.ltd	Lao People's Democratic Republic
Cherlene Chua	Vice President Marketing	GE Capital Aviation Services	Singapore
Clement Lo	Consultant	Humana International	Malaysia
Dockeo Phonthachit	Deputy Director General	Ministry of Education and Sports, Department of Planning	Lao People's Democratic Republic
Doreen Tan	Chief Tax Policy Officer	Ministry of Finance	Singapore
Ei Ei Khine	Senior Manager, ICT Strategic Planning & Quality	Ooredoo Myanmar	Myanmar
Hudaya Arryanto Sumadhijo	Director	PT. Nusa Raya Cipta Tbk	Indonesia
Janice Tse	Senior Manager	Securities and Futures Commission	Hong Kong
Jeya Sheila CS Koilpitchai	General Manager	myHarapan Youth Trust Foundation	Malaysia
Joshua Goodrick	Director Talent & Organisational Development	RMIT University	Australia
Khanh Le Minh	Director Finance	RMIT University Viet Nam	Vietnam
Khin Khin Lwin	PhD Student	National Centre for Peace and Conflict Studies	Myanmar
Khin Suu Yin	Deputy General Manager	Kanbawza Bank Limited	Myanmar
Le Thu Mach	PhD student	Monash University	Vietnam
Leonie Boxel	Director, Alumni & Philanthropy	RMIT University	Australia
Manichanh Vang	Financial Manager	Community Development and Environment Association (CDEA)	Lao People's Democratic Republic
Maria Theresa Laranang	Director IV	Public Private Partnership Center Of The Philippines	Philippines
Miftahul Huda	Program Manager for Ethical Leadership and Trust Building	Initiatives of Change-Indonesia	Indonesia
Mya Thida Than	Technical Officer (AGM)	Co-Operative Bank (PLC)	Myanmar
Myat Kay Khaing	Sr. Manager, Human Resources Department	Global Technology Company Limited	Myanmar

Nagachethan S M	Senior Vice President - Products	Chaitanya Rural Intermediation Development Service Pvt. Ltd.	India
Noralene Uy	Disaster Risk Management Specialist (Consultant)	Asian Development Bank (ADB)	Philippines
Novi Kusumaningsih	Manager, Transactional Banking Services (TBS) Division	BNI Bank	Indonesia
Nyein Nyein Myo	Senior Research Executive	Myanmar Survey Research	Myanmar
Pisey Pech	Senior Director of Programmes	Transparency International Cambodia	Cambodia
Rachel Ooi	Regional Head, Ecosystem Alliances, Products & Channels	GE Digital	Singapore
Rooswanti Soeharno	Child Survival and Development Specialist	UNICEF	Indonesia
Rotanak Say	Learning and Development Manager	RMA Group Cambodia and CominKhmere	Cambodia
Sam Or Angkearot	Deputy Director General of the Directorate General of Policy and Planning	Ministry of Education, Youth and Sport (Cambodia)	Cambodia
Saony Prou	Customer Relations Manager	Manulife (Cambodia) PLC	Cambodia
Saw Htwe Zaw	Vice President	Myanmar Earthquake Committee	Myanmar
Seng On Khieu	Senior Business Development	Manulife (Cambodia) PLC	Cambodia
Ser Huei Chia	Director (Resource Management) & Executive Director (Centre for Public Project Management) (CP2M)	Ministry of Finance	Singapore
Terzian Niode	Associate Vice President	PT Bank HSBC Indonesia	Indonesia
Thaw Zin Latt	Managing Director	Innovix Solutions Co. Ltd	Myanmar
Thu Hang Tran	Director Of International Cooperation Department	Vietnam Cooperative Alliance (VCA)	Vietnam
Valy Phommachak	Consultant	Econox Consultant	Lao People's Democratic Republic
Wine Chit Aung	National League for Democracy (NLD)	Parliament Member of Mandalay Region	Myanmar

**“We are excited to partner with Common Purpose on this excellent initiative that brings senior leaders from ASEAN together to build connections across the region and work collaboratively to solve its common challenges. An opportunity for students to connect and exchange ideas with senior leaders is a wonderful approach that deepens inter-generational engagement and strengthens people-participation in ASEAN matters.”**  
Elaine Tan, Executive Director,  
ASEAN Foundation

Headline sponsor



Contributing sponsor



Partner



ASEAN FOUNDATION

Supported by

