



SINGAPORE
HUMAN CAPITAL
SUMMIT

People Strategies for Asia:
**TRANSFORMING
GROWTH**

DAY 1 / PROGRAMME

30 September 2015 / Wednesday

09:00 – 09:15 WELCOME AND OPENING

09:15 – 10:10 **PLENARY SESSION 1: GLOBALISATION TRENDS AND THE WORLD OF WORK IN ASIA**

How global are we? Prof Ghemawat will review his research on this topic, and why it is often important to correct distorted intuitions. Drawing on his work on the DHL Global Connectedness Index as well as two more recent indexes he has developed, he will examine recent trends in globalisation, with a particular focus on Asia. Prof Ghemawat will highlight some key implications for leaders across the region in preparing a clear action agenda to create a prosperous future for their organisations. Prepare to challenge existing beliefs about the world we live in; hear more on harnessing cross-border opportunities, and explore what this means for the way we work today.

SPEAKER:

Prof. Pankaj Ghemawat, Anselmo Rubiralta Professor of Global Strategy, IESE Business School

10:10 – 11:20 **PLENARY SESSION 2: GLOBALISATION AS WE SEE IT**

Our panel of regional CEOs share how global trends impact their business across Asia. What opportunities and challenges does globalisation create for growth? How are technological advances transforming how they operate? What are the implications for their talent strategy in Asia?

SPEAKERS:

Mr. Hatsunori Kiriya, President, Asia, Procter & Gamble

Mr. Hari Krishnan, Vice President & MD, Asia Pacific & Japan, LinkedIn

Mr. Julian Persaud, Regional Director, APAC, Airbnb



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FACILITATOR:

Ms. Chloe Cho, Presenter and Executive Producer, Channel NewsAsia

11:20 – 11:50

NETWORKING BREAK

11:50 – 13:00

PLENARY SESSION 3: MINISTERIAL DIALOGUE: HR'S ROLE IN TRANSFORMING GROWTH

A dialogue with Singapore Minister for Manpower, Mr Lim Swee Say, will centre on how Singapore's relentless focus on her most important national resource - human capital - has driven many initiatives to advocate best people practices.

SPEAKER:

Mr. Lim Swee Say, Singapore Minister for Manpower

FACILITATOR:

Ms. Su-Yen Wong, CEO, Human Capital Leadership Institute

PLENARY SESSION 4: ASIAN HUMAN CAPITAL AWARD PRESENTATION AND WINNERS' SHARING

What differentiates the best organisations from good ones? Their ability to draw the best from their people to address unique business challenges. In this session, be inspired by senior leaders from the Award-winning organisations: how did they synergise business and people strategies for talent development and business success?

Asian Human Capital Award is a prestigious award that honours innovative and impactful people practices adopted by organisations in the region. Hear from the winners as they share how their practices have helped to transform growth for their organisations.

13:10 – 14:10

LUNCH

14:10 – 15:10

PLENARY SESSION 5: FAST RESEARCH



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GROWTH**

Hear highlights from 5 pieces of impactful thought-leadership presented in easily digested, 10 minute blocks.

FACILITATOR:

Mr. Michael Smith, Country Manager Singapore, Randstad

SHARING ORGANISATIONS:

HCLI, CIPD, Duke CE, PageUp, YSC

15:20 – 16:50

BREAKOUT SESSIONS

Have your voice heard as we break into 5 interactive sessions where we explore and generate insights into:

BREAKOUT SESSION 1A: HR Leadership Stall Points Study: Building the Next Generation of HR Leaders

Distilling insights from the HR Leadership Stall Points Study, HCLI presents key findings on must-have capabilities of emerging HR leaders, “flavours” of regional CHROs, success profiles of incumbent and emerging HR leaders in Asia, and tactics adopted by progressive organisations and incumbent leaders. A Panel comprising of three regional heads of HR will help bring research findings to life – they will discuss what worked for them in their career journey, and how they are developing the required skills in the next generation HR talent.

SPEAKERS:

Mr. Sunil Puri, Head, Research & Insights, Human Capital Leadership Institute

Mr. Rupert Brown, Head of HR, Asia Pacific, Maersk Line

Ms. Marina Hong, VP Human Resources, Greater Asia, Becton Dickinson

Ms. Naomi Monteiro, VP Human Resources, Asia Pacific, Kimberly-Clark

BREAKOUT SESSION 1B: HR Analytics: The Asia Perspective

Leading multinational companies are turning more and more to human capital metrics and analytics to assess their organisation’s workforce and value contribution to the business. But why do human capital metrics matter for businesses in Asia? Edward Houghton of CIPD will lead a discussion around this topic, and share findings from recent research conducted by CIPD in collaboration with the British Council, TalentCorp and Hong Kong Institute of Human Resource Management. A panel of experts will then explore the future of human capital metrics and how organisations in Asia are building their HR analytics capabilities.

SPEAKERS:



SINGAPORE
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People Strategies for Asia: **TRANSFORMING GROWTH**

Mr. Edward Houghton, Research Advisor for Human Capital Metrics and Standards, CIPD

Ms. Aarti Thapar, Head of Talent, Engagement & Culture, APAC, Experian

Mr. Rick Smith, Academic Director, Human Capital Programmes, Singapore Management University

Mr. Manojit Sen, Head of HR - Asia Pac (DS Lubricants/CF), Shell

BREAKOUT SESSION 1C: Want Growth? Work the Network!

Transformative growth never happens as a result of changing an organisation chart. No real change in organisation or operation happens without real changes in interpersonal relationships and individual behavior. Behind every formal hierarchy lies an informal "Wirearchy": Webs of relationships that are built on a foundation of knowledge, trust and energy. Understanding how to tune these netWORKs to reconfigure pivotal relationships and promote collaborative behaviors is the key to achieving transformational growth.

This highly interactive workshop will guide you through a process of Discovering, Mapping, Optimising and Energising your netWORK to turn economic opportunity into profitable reality.

SPEAKERS:

Mr. Tony O'Driscoll, Executive Director and Regional Managing Director, Duke Corporate Education

Mr. John Davis, Executive Director, Duke Corporate Education

BREAKOUT SESSION 1D: The War for Engagement

The war for talent is over. It is now a war for engagement. As the Millennials enter the workplace, is your environment set up to engage them, attract and retain them? Although in its infancy, gamification is predicted to play a role in the overall digital disruption to HR strategy and the everyday lives of managers and employees. Should we get serious about games, or are they just another distracting fad? What other trends will transform the growth of businesses and determine the future of talent?

SPEAKER:

Ms. Karen Cariss, CEO and Co-Founder, PageUp

Ms. Ujjwal Sarao, Regional Director, Talent Management Dentsu Aegis Network, Southeast Asia

BREAKOUT SESSION 1E: Cultural DNA: The Psychology of Globalisation

The Harvard Business Review (May, 2015) recently carried an article on YSC's research into global leadership which revealed that truly global executives and companies do not actually exist. Senior executives and multi-national firms have values and cultures that are often firmly embedded in their place of origin. In this breakout session, we will examine how the ecology of the global business



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SUMMIT

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**TRANSFORMING
GROWTH**

environment is requiring global leaders to develop new skills. For example, what are the strengths that Asian leaders possess that will help them excel and what new skills will they need in order to overcome new challenges?

SPEAKER:

Mr. Gurnek Bains, Chairman, YSC

17:00 – 17:55

PLENARY SESSION 6: HIDDEN BIAS OF GOOD PEOPLE

“Blind spot” is a metaphor that captures that portion of our mind that houses hidden biases. It describes the extent to which social groups – without our awareness or conscious control – shape our likes and dislikes, our judgments about people’s character, abilities, and potential. Our hidden biases can affect our behaviors while we remain oblivious to their influences, and this will have far-reaching consequences in how we lead in our organisations. This session will explore how can we become more aware of our unconscious bias, and can we develop beliefs and behaviors to “outsmart the machine” in our heads.

SPEAKER:

Prof. Mahzarin Banaji, Richard Clarke Cabot Professor of Social Ethics, Department of Psychology, Harvard University

17:55 – 18:10

DAY 1 RECAP

18:10 – 19:00

NETWORKING COCKTAIL RECEPTION



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People Strategies for Asia:
**TRANSFORMING
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DAY 2 / PROGRAMME

1 October 2015 / Thursday

09:00 – 09:10

WELCOME

09:10 – 10:05

PLENARY SESSION 1: BLOWING UP HR – IT'S TIME TO BUILD SOMETHING NEW

Why isn't HR more influential? One of traditional HR's biggest difficulties has been supporting business strategy because it's such a moving target these days. But HR is by nature a long-term play. How can HR bring the long view back into organisations? What are the issues that matter in the here and now? How should we be thinking of talent management in Asia where companies are often required to grow from a small to a big workforce, fast? The time is ripe for reimagining human capital much more broadly.

SPEAKER:

Prof. Peter Cappelli, George W. Taylor Professor of Management, The Wharton School and Director of Wharton's Center for Human Resources

FACILITATOR:

Ms. Su-Yen Wong, CEO, Human Capital Leadership Institute

10:05 – 11:15

PLENARY SESSION 2: WILL POSITIVE DISCRIMINATION FUEL THE ASIAN TALENT PIPELINE?

Diversity and Inclusivity at the work place is exercised as a prerogative, albeit in varying degrees depending on the culture of the organisations and the political realities. While organisations publicly embrace the value of D&I in the work place, how many of them actually walk the talk on this initiative? How have the enforcement of quotas as a positive discrimination measure to



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SUMMIT

People Strategies for Asia:
**TRANSFORMING
GROWTH**

enhance D&I attenuated or accelerated organisational effectiveness? Prof Annie Koh and her panellists explore the various innovative ideas that are emerging from this space and attempt to capture some hard truths on the current reality facing the world of business. How can HR and their business partners collaborate to fuel the Asian talent pipeline for regional and global roles? How do we stop pussy footing and go for more draconian measures?

FACILITATOR:

Prof. Annie Koh, Vice President, Office of Business Development; Professor of Finance (Practice), Singapore Management University

SPEAKERS:

Ms. Archana Bhaskar, Vice-President, Global Downstream Talent, Shell

Ms. Astrid Tuminez, Regional Director, Legal and Corporate Affairs, Southeast Asia, Microsoft

Mr. Magnus Bocker, Chairman, Diversity Action Committee

11:15 – 11:45

NETWORKING BREAK

11:45 – 12:50

PLENARY SESSION 3: ACTUALISING GROWTH - HOW TO SUCCEED IN ASIA AND PITFALLS TO AVOID

Given the intricacy of the business environment in the Asia region and ASEAN especially, companies cannot leave their organisation's leadership to chance. They need a planned, concrete approach to identify the gaps in their internal development efforts and assess the effect of their leadership related activities and initiatives. It is also important for companies in this region to consider the matter of building a proactive culture of trust and open communication across all levels of the organisation to keep engagement high and win in the race for talent.

In this panel discussion, we engage renowned HR leaders to learn about how their most effective leadership and talent practices are structured, how they have evolved and the developmental experiences implemented to be more relevant to their employees in Asia's challenging market.

SPEAKERS:

Ms. Hamidah Naziadin, Group Chief People Officer, CIMB

Ms. Chamlark Ang, HR Director, Asia Pacific, Rolls-Royce

Ms. Aileen Tan, Group Chief Human Resources Officer, Singtel

12:50 – 14:00

LUNCH



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14:00 – 15:10

BREAKOUT SESSIONS

Have your voice heard as we breakout into 5 interactive sessions as we explore and generate insights into:

BREAKOUT SESSION 2A: Leadership Mosaics Across Asia: A Starting Point for Leading Across Borders

The Human Capital Leadership Institute (HCLI) has a simple but ambitious mandate – to help companies build global leaders for Asia, from Asia. Yet, Asia is a highly diverse region. Can a leader who is successful in Singapore be just as successful in India or Indonesia? Synthesising insights gleaned from HCLI's research initiative, Leadership Mosaics Across Asia and perceptions of the participants in the room, this session first explores the 'way of leadership' in different Asian countries. The session will also highlight quick tips on engaging colleagues and leading teams from these places. The countries covered are China, India, Japan, Indonesia and Singapore.

SPEAKERS:

Mr. Sunil Puri, Head, Research & Insights, Human Capital Leadership Institute

Ms. Rebecca Siow, Assistant Director, Research & Insights, Human Capital Leadership Institute

BREAKOUT SESSION 2B: Optimising the Globalisation Capability Gap

A recent study by IMD and the Boston Consulting Group found that, despite high aspirations, few companies today are ready to build and run truly global organizations and operations. One of the key issues that these companies struggle with is organizational and executional alignment. While perfect alignment is neither achievable nor (necessarily) desirable, most companies can profit from efforts to reduce the negative impacts of misalignment. Human Resources has a critical role to play in alignment efforts, particularly in markets with high volatility and turnover. Find out how you can help your company reduce some of the costly and time-consuming tensions that reduce from misalignment.

SPEAKER:

Prof. Margaret Cording, Regional Director, Southeast Asia and Oceania; Professor of Strategy, IMD

BREAKOUT SESSION 2C: What Motivates Your Talent, and Why?

What motivates someone to change jobs? Is it for better pay, prestige, power? This session will reveal some surprising behaviour drivers of talent across the Asia-Pacific region. From our research and access to the world's professionals (and their big data!), we'll unpack the real reasons why people switch jobs (and it isn't money or their boss...). And we'll share what that means for leaders & managers navigating the talent landscape in our region. Join us to learn more about what makes your talent tick!

BREAKOUT SESSION 2D: The CHRO's "Hot" Seat at the Table: Time to Go Beyond HR



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SUMMIT

People Strategies for Asia: **TRANSFORMING GROWTH**

All across Asia we have witnessed the strategic rise of the Chief HR Officer (CHRO) as human capital becomes a critical area for executives. As HR leaders gain a strategic seat on top management teams, the expectations and nature of the role shifts dramatically. While CEOs are welcoming HR leaders to the table, many HR professionals lack the experience needed to operate successfully at this level as a senior trusted advisor. Yet, only a few top HR leaders are embracing this role to build trust and make significant impact to business performance. In this interactive session, we turn our attention to what is next for the CHRO in moving beyond HR.

SPEAKERS:

Prof. Gerry George, Dean and Professor of Innovation & Entrepreneurship, Lee Kong Chian School of Business, Singapore Management University

Mr. Rick Smith, Academic Director, Human Capital Programmes, Singapore Management University

Prof. Don Ferrin, Professor of Organisational Behaviour and Human Resources, Singapore Management University

Mr. Prithvi Shergill, Chief Human Resources Officer, HCL Technologies

15:10 – 15:40

NETWORKING BREAK

15:40 – 16:50

PLENARY SESSION 4: LEADERSHIP MOSAICS ACROSS SOUTHEAST ASIA: 3 QUESTIONS

Featuring respected Southeast Asian business leaders who have made their mark in Western MNCs, this session initiates a dialogue framed around three key questions: How has the macro environment of the region shaped their way of leadership? Is there one way of leadership in the region, or diverse country-specific ways? How should incumbent leaders in Southeast Asia develop their next-gen?

SPEAKERS:

Mr. James Lim, President, Greater Asia, Becton Dickinson and Company

Mr. David Utama, President & CEO, ASEAN, GE Healthcare

Ms. Supattra Paopiamsap, Chairman, Unilever Thailand

16:50 – 17:45

PLENARY SESSION 5: SOCIAL CAPITAL IN THE 21ST CENTURY

Social capital - the commonly accepted bonds of loyal, trust and reciprocity - are normally associated with the study of resilient communities. But it matters just as much at work and has the power to make organisations too more resilient, more creative and sustainable. Around the world, major organisations are recognising the vital role that culture and social capital have to play in productivity, innovation and sustainability. They are also changing most of their performance management



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People Strategies for Asia:
**TRANSFORMING
GROWTH**

systems to facilitate the growth of social capital. What do they stand to gain, how hard is the change and what might they hope for in the future?

SPEAKER:

Ms. Margaret Heffernan, Author, Chief Executive

17:45 – 18:00

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