ASEAN Leaders Programme
2019 Report
Introduction

The ASEAN Leaders Programme brings together senior leaders from ASEAN countries and the wider region, from all sectors and walks of life, onto a common platform where they can work together to address a challenge relevant to the region.

The ASEAN region today has a combined population of 625 million and presents challenges and opportunities that are vast, complex and transcend national boundaries. Imaginative thinking, experiential knowledge, and cultural understanding are some of the key factors that will contribute to innovative and sustainable growth critical to its future. Held annually, the programme is delivered in two one-week segments in two different cities in the region.

The fourth annual ASEAN Leaders Programme was launched from 15–19 July by Common Purpose, an international leadership development organization, in partnership with the ASEAN Foundation and with the support of FWD and the UK Foreign and Commonwealth Office.
2019 Highlights

What happened online?

The Online Learning Portal is an online platform that is integral to the participants’ learning. It enables them to start building their networks and to engage in discussions around leadership and the Challenge, prior to them coming together face to face.

The participants use the portal to share their learning during the programme, as well as to continue to stay connected with each other between the two legs of the programme, making it an effective tool of blended learning.

Participants came together online two weeks before they met in Singapore on 15 July 2019, getting to know each other and the programme better, and beginning multiple threads of discussion.

In segmented portions, discussion was developed and built on. Participants first introduced themselves by way of a discussion on cities. They were also introduced to the concept of Cultural Intelligence (CQ). Participants reflected on how CQ could be used to describe their own experiences in work and life, especially for participants who have had to work across cultures. This led to a larger discussion on the top reasons the world might need CQ.

Using modern leaders as examples, participants then started exploring leadership traits and its connection with CQ and the potential barriers that could hinder leaders from developing CQ. When this discussion turned into self-reflection, participants began exploring their own cores and flexes with relations to themselves as leaders.

Concurrently, participants also started a discussion into the challenge on “What makes a city smart and inclusive?” This was aided by a forum space where participants shared articles and information about their own cities.

The discussions on the portal helped participants mentally prepare for the time together in Singapore and Bangkok. It ensured that they had a basic grasp of CQ that was widely explored on the programme and also served as a platform for participants to commune and share information during the programme.
2019 Highlights

What happened in Singapore?

The Singapore leg was held from 15 to 19 July, where participants learned about leadership and explored the challenge from different angles. Participants went out into the city and visited 12 organizations from across public, private and not-for-profit sectors.

They met leaders and innovators from these organizations, some of whom are directly involved with various aspects of smart cities and smart nation programmes, and gained from the knowledge and experiences shared with them. Participants then came up with practical ideas in response to the challenge and presented them to a panel of senior stakeholders from across the region.

For Common Purpose, cities aren’t just where we work and live; they are our classrooms. On the Immersion Visits, participants learned about the cross-cutting challenges and opportunities that Singapore faces by diving into the bustling city and meeting change-makers from various public, private, and not-for-profit organizations within Singapore. Participants visited some of the most innovative and forward-thinking organizations within the city contributing to the Smart Cities agenda, and interacted directly with their leaders.

Contributors included:

- Abhishek Bhatia, Group Chief Officer of FWD Singapore
- Wouter van Wersch, President & CEO, GE ASEAN
- Jonathan Rees, Partner, Digital Lead ASEAN, EY
- Kok Yam Tan, Deputy Secretary, Smart Nation and Digital Government, Government of Singapore
- Anshul Sonak, Global Director – Innovation and Education Programmes, Intel
- Helene Leong, Deputy Director, Singapore Polytechnic
- Sonia Gupta, Managing Director, Accenture Strategy
- Kara-Mae Lim, Senior Director, SEA Products Singapore and Brunei
2019 Highlights

What happened in Bangkok?

The Bangkok leg of the ASEAN Leaders Programme 2019 was held from 10 to 13 September. The programme gave participants an opportunity to test their ideas in a different country and city, while building on their previous learnings on leadership.

On the immersion visits, participants learned about the challenges and opportunities that Bangkok faces by diving into the bustling city and meeting change-makers from various public, private, and not-for-profit organizations within Bangkok. Participants were split into smaller groups and visited the following organizations, where they met and interacted with senior leaders.

Contributors included:

• Ms. Veenarat Laohapakakul, Channel One
• Ryan Joseph Figuerido, Executive Director of Equal Asia Foundation
• Alvin Ng, Vice President of Johnson Control
• Danairat Thanabodithammachari, Digital Transformation and Enterprise Architecture, SAP
• H.E. Brian Davidson, the UK Ambassador to Thailand
• Hiran Rujirawirote, Senior Assistant Director, International Affairs, Eastern Economic Corridor Office of Thailand
• Rr John Miller, Chief Strategy Office, Ananda Development
“We are currently transforming the government to become more digital. This means we need to reorient service delivery – from the Minister’s perspective to the user’s perspective. The programme has helped me to combine collaboration and delivery. The Core and Flex framework, in particular, helps us to know when to be flexible and when to stand for our core.”

Agung Hikmat, Advisor, Executive Office of The President, Republic of Indonesia

“I work in education and I read a lot of theory. Although this resonates on one level, Common Purpose’s experiential learning approach means you actually see things in play and hear how leaders implement strategies in their own organizations. It’s really precious – it’s hard to get that level of candour otherwise.”

Lauren Clarke, Vice Rector for the University College and International Relations, Sampoerna University

“I really learnt a lot from the ASEAN Leaders Programme and the participants. The programme brought together people from different countries, cultures, backgrounds and sectors to learn and work together. From the different cities we went to, I got a chance to learn more about finding different approaches to challenges we face in real life as a leader both at work and in daily life. I also learnt more about leadership from different perspectives, with leaders operating in different contexts.”

Aris Munandar, Retail Banking Operations Head, PT Bank BTPN Tbk

“The programme has broadened my perspectives from the interactions with senior leaders from different organizations and countries, expanded my network in the region and I also learned more about leadership and smart cities in an engaging manner through solving a challenge.”

Ong Kah Kuang, Executive Director, Youth Corps Singapore
Assessment results

We measure our impact through an online assessment system that specifically looks at participants’ leadership competencies in three areas. By developing these competencies, the participants become more inclusive, enabling them to lead innovative and resilient teams. They broaden their horizons, which helps them to make better decisions. And they become more collaborative, enabling them to accelerate complex change.

- **More inclusive** = **Lead innovative resilient teams**
  - **88%** are better able to lead or operate within a diverse team
  - **86%** are better able to create the conditions required for innovation to occur

- **Broader horizons** = **Make better decisions**
  - **96%** have developed a better network of peers
  - **90%** recognize the value of bringing in wider perspectives when making key decisions

- **More collaborative** = **Accelerate complex change**
  - **88%** feel better prepared to lead a diverse team
  - **87%** feel better prepared to have a wider impact in their community or organization
Ideas developed in response to the challenge

In Singapore, participants were set a Challenge: “What makes a city smart and inclusive?”

They worked together to address this challenge using the Common Purpose InnoVenture process, which ensures they hear new voices, consider other perspectives, and learn how to draw out new ideas from the diversity within a team.

Each group of participants presented their ideas to a panel of senior leaders drawn from across sectors. Each member of the panel gave individual feedback on the ideas.

Panel members:

- Lynna Chandra, Founder & Trustee, Rachel House, Indonesia
- Naveen Gupta, Director, Engee Advisors Pte. Ltd, Singapore
- Rob S. Schimek, Managing Director and Group Chief Operating Officer, FWD Group
**Group 1: Education**

**Public Private Community Collaboration: “To Leave No One Behind”**

The group proposed to drive the common purpose of providing the means and tools to deliver useful, relevant content and skills, for the underserved communities, by focusing on education and digital literacy. They aim to uplift the underserved communities to narrow the digital divide between the have and have-nots as the drive to urbanisation, digitalization as smart cities gain momentum.

To do this, the group will develop an engagement strategy that:

- Facilitates public, private, community partnerships and support;
- Harmonizes intent, leveraging strengths and contributions from various stakeholders (e.g., Public: tax incentives, Private: hardware/software sponsorship, Community: content creation and distribution);
- Provides the means and tools for learning through refurbished mobile devices with connectivity and learning applications;
- Delivers relevant, manageable and useful content through different learning roadmaps on different topics (e.g., life skills, financial literacy, digital skills), demographics (young, old) and learning maturity; and
- Incentivizes the creation of an exciting learning journey

**Group 2: Health**

**How might we create a wellness ecosystem that empowers all?**

Group 2 proposes a wearable device to gather data, analyze key drivers for good holistic health, distribute information, and connect users to the appropriate ecosystem. This will enhance a “Wellness Ecosystem” which includes resources and stakeholders within a society that contribute to health, wellness, and information.

Often, individuals are not empowered to benefit from the myriad services and products due to social divisions. Results from the data will allow for needs assessment, distribution of information, and will connect users to the appropriate ecosystem. The data will constitute individual patient records to be privately shared with healthcare providers, research facilities, schools, and community organizations, and public policy offices in order to educate.
**Group 3: Environment**

**Traffic Light Receipts**

Traffic-Light-Receipts is a movement to empower consumers to turn the tide on environmental degradation. It nudges behaviour towards right choices for the environment when consumers get feedback at the check out counter on the products they buy.

Green for no plastics, yellow for some, red for red-flag!

It allows the reinforcement of good behaviour by allowing incentives to be built into getting “green” receipts, green-minded enterprises to promote their products and policies to be shaped to support and build on consumer choice, ultimately bringing along the manufacturers. Traffic-Light-Receipts is a movement to galvanize and catalyze an inclusive and sustainable city.

**Group 4: Digital Literacy**

**Digital Literacy for All**

Children are our future. Digital literacy is an important skillset in this digital age. It allows access to vast amount of information and learning from others.

Unfortunately, digital literacy is uneven among children, particularly those from less privileged families. Project “Digital Literacy for All” seeks to address this by engaging volunteers to develop and implement a sustainable digital literacy programme for these children.

Youth volunteers will be recruited to develop a curriculum and implement them via a face-to-face training followed by regular online check-in to educate the children, starting with a primary school.
**Group 5: Smart Government**

**Smart Government, Smart Citizens, Smart Cities!**

Citizens are the core of smart and inclusive cities. The group recognizes that informed and accountable governments that lead a joint-up thinking and action is required to identify, develop and implement citizen-centred solutions.

Realistic: citizens’ participation is critical to the success of sustainable strategy.

Rapid: leverage existing data and citizens, governments and relevant stakeholders willing to engage.

Replicable: capturing the ongoing learnings and outcomes to transfer knowledge, technology and digital solutions.

Resource: Free citizen participation, data analytics, human talents, government funding and infrastructure. Smart governments build smart cities.

**Group 6: Transportation**

A banker can easily take an Uber, but what about a farmer who wants to take his produce to the market?

To create an integrated inclusive and digitally enabled transport platform which works seamlessly with all the existing transport providers, car and taxi owners, and with commuters to ease the traffic and pollution in smart cities.

Solution is enabled by:

- Integrated communication platform for data exchange between the government authorities, private companies which include telecom providers, technology platform providers, and private and individual vehicle owners through SIM-enabled motor vehicles including bicycles
- (Internet of Things through PPP + Policy)—Resources. Artificial Intelligence-enabled traffic system with services like parking lots
- Connectivity Transport (Accessibility) – Rapid and Realistic
- Inclusive for senior citizens and low income through cost-effective all-access passes, ease for physically handicapped inter-exchange points including Braille enabled
- Replicable across cities through easy app and website
## 2019 Participant List

<table>
<thead>
<tr>
<th>Organization</th>
<th>Designation</th>
<th>Country</th>
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<tbody>
<tr>
<td>Asylum Seeker Resource Centre (ASRC)</td>
<td>Director - ASRC Innovation Hub</td>
<td>Australia</td>
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<tr>
<td>The University of Hong Kong</td>
<td>Clinical Assistant Professor</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>YCAB Foundation</td>
<td>Business Development Manager</td>
<td>Indonesia</td>
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<tr>
<td>Executive Office of The President, Republic of Indonesia</td>
<td>Advisor</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Ministry of Education and Sports</td>
<td>Technical Officer</td>
<td>Lao People's Democratic Republic</td>
</tr>
<tr>
<td>PT Bank BTPN Tbk</td>
<td>Retail Banking Operations Head</td>
<td>Indonesia</td>
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<tr>
<td>The SUN Institute</td>
<td>Founder &amp; President</td>
<td>Myanmar</td>
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<tr>
<td>Singapore Customs</td>
<td>Senior Assistant Director-General (Policy &amp; Planning)</td>
<td>Singapore</td>
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<tr>
<td>Community Development and Environment Association</td>
<td>Vice President</td>
<td>Lao People's Democratic Republic</td>
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<tr>
<td>Kalinga State University</td>
<td>University President</td>
<td>Philippines</td>
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<tr>
<td>PT Bank BTPN Tbk</td>
<td>BTPN Sinaya - Sales Management Head</td>
<td>Indonesia</td>
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<tr>
<td>PT Bank BTPN Tbk</td>
<td>Head of Consumer Asset</td>
<td>Indonesia</td>
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<tr>
<td>Presidential Management Staff, Office of the President</td>
<td>Assistant Secretary</td>
<td>Philippines</td>
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<tr>
<td>PT Bank BTPN Tbk</td>
<td>IT Business Alliance Head</td>
<td>Indonesia</td>
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<tr>
<td>Corrupt Practices Investigation Bureau</td>
<td>Director Operations</td>
<td>Singapore</td>
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<tr>
<td>Bangkok University</td>
<td>Head External Relations</td>
<td>Thailand</td>
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<tr>
<td>DBS Bank Ltd</td>
<td>Executive Director, PeopleTech - Future of Work</td>
<td>Singapore</td>
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<tr>
<td>myHarapan Youth Trust Foundation</td>
<td>General Manager</td>
<td>Malaysia</td>
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<tr>
<td>Youth Corps</td>
<td>Executive Director</td>
<td>Singapore</td>
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<tr>
<td>Singapore Polytechnic</td>
<td>Head, Singapore Polytechnic Outstanding Talent Programme</td>
<td>Singapore</td>
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<tr>
<td>Canada Bank PLC.</td>
<td>Executive Vice President, Chief Operating Officer</td>
<td>Cambodia</td>
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<tr>
<td>MERCY Malaysia</td>
<td>Ex-officio</td>
<td>Malaysia</td>
</tr>
<tr>
<td>Sampoerna University</td>
<td>Vice Rector for International Relations</td>
<td>Indonesia</td>
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<tr>
<td>Ministry of Environment</td>
<td>Deputy Director, Department of Ecotourism</td>
<td>Philippines</td>
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<tr>
<td>Commission on Higher Education</td>
<td>Senior Assistant Director-General (Policy &amp; Planning)</td>
<td>Singapore</td>
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<tr>
<td>Walter and Eliza Hall Institute of Medical Research</td>
<td>Diversity and Organisational Development Consultant</td>
<td>Australia</td>
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<td>Mizuho Bank Ltd</td>
<td>Assistant Manager</td>
<td>Myanmar</td>
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<tr>
<td>Chaitanya Rural Intermediation Development Service Pvt. Ltd.</td>
<td>Senior Vice President - Products</td>
<td>India</td>
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<tr>
<td>PT Bank BTPN Tbk</td>
<td>Head of Wholesale Banking Group / Executive Vice President</td>
<td>Indonesia</td>
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<tr>
<td>RMIT University</td>
<td>Associate Dean, Communication Design</td>
<td>Australia</td>
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<tr>
<td>RMIT University</td>
<td>Associate Director, Commercial - Global Development</td>
<td>Australia</td>
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<tr>
<td>IPHLY</td>
<td>Co-Founder</td>
<td>London/Singapore</td>
</tr>
<tr>
<td>Myanmar Survey Research Co. Ltd.</td>
<td>General Manager (Admin &amp; Finance)</td>
<td>Myanmar</td>
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<tr>
<td>Visa Worldwide Pte Ltd</td>
<td>Head-Government Engagement Learning</td>
<td>Singapore</td>
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<tr>
<td>Caandia Bank PLC</td>
<td>Head Provincial South Region</td>
<td>Cambodia</td>
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<tr>
<td>TechnoServe India</td>
<td>Practice leader (Monitoring and Evaluation)</td>
<td>India</td>
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<tr>
<td>British Council, Myanmar</td>
<td>Operations Change Manager</td>
<td>Myanmar</td>
</tr>
<tr>
<td>Foreign Trade Bank of Cambodia</td>
<td>Deputy General Manager</td>
<td>Cambodia</td>
</tr>
<tr>
<td>Government Technology Agency</td>
<td>Deputy Director (Computer Information Systems Department)</td>
<td>Singapore</td>
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<tr>
<td>Cebu Technological University</td>
<td>University President</td>
<td>Philippines</td>
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<tr>
<td>IPHLY</td>
<td>Co-Founder</td>
<td>Vietnam</td>
</tr>
<tr>
<td>Manulife (Cambodia) PLC</td>
<td>Senior Business Development</td>
<td>Cambodia</td>
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<tr>
<td>Sovannaphum Life Assurance PLC.</td>
<td>Head of Bancassurance</td>
<td>Cambodia</td>
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<tr>
<td>Accountant-Generals Department, Ministry of Finance, Singapore</td>
<td>Director (Assurance)</td>
<td>Singapore</td>
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<tr>
<td>Seeva Capital</td>
<td>Managing Partner</td>
<td>Cambodia</td>
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<tr>
<td>Republic Polytechnic</td>
<td>Director (Office of International Relations)</td>
<td>Singapore</td>
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<tr>
<td>Lua Vang Agriculture and Service Cooperative</td>
<td>Director</td>
<td>Vietnam</td>
</tr>
<tr>
<td>Cagayan State University</td>
<td>University President</td>
<td>Philippines</td>
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<tr>
<td>Yangon Region Parliament</td>
<td>Member of Parliament</td>
<td>Myanmar</td>
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<tr>
<td>ImpacTech</td>
<td>Community Manager</td>
<td>Singapore</td>
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<tr>
<td>Yayasan Dana Kebajikan Muslim Malaysia</td>
<td>Project Consultant</td>
<td>Malaysia</td>
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**ASEAN Leaders at a glance: 2016-2019**

<table>
<thead>
<tr>
<th>4 years</th>
<th>171 participants</th>
<th>Representing 11 countries</th>
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<tbody>
<tr>
<td></td>
<td>43% Private Sector</td>
<td>37% Public sector</td>
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<td></td>
<td>20% NGO Sector</td>
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<tr>
<td></td>
<td>53% Male</td>
<td>47% Female</td>
</tr>
</tbody>
</table>

**Countries represented**
- Singapore
- Malaysia
- Thailand
- Indonesia
- Hong Kong
- Myanmar
- Philippines
- Vietnam
- Lao People's Democratic Republic
- Australia
- India

**With contributors from**
- FWD
- GE
- National Environmental Agency
  - Singapore
  - Accenture
- Equal Asia Foundation
- SAP

**Representing organizations including**
- Corrupt Practices Investigation Bureau, Singapore
- DBS Bank
- GE Global
- Manulife Cambodia Plc
- PT Surya Semesta Internusa Tbk.
- Singapore Customs
- Bangkok University
- Yayasan Dana Kebajikan Muslim Malaysia
- Visa Worldwide Pte Ltd
- Yangon Region Parliament
- RMIT University
- PT Bank BTPN Tbk

“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 passion and enthusiasm of the Common Purpose team supporting this dynamic ASEAN Leaders Programme really won us over. FWD is building a pan-Asian insurance group, and ASEAN is crucial for our growth, so the development of leadership in ASEAN really resonates with us. At a personal level, being Vietnamese, and having also built and run several companies in the region, ASEAN has a strong personal and emotional connection for me. So, at every level, we are glad to be a part of this.”

Huynh Thanh Phong, OBE, Group Chief Executive Officer, FWD Insurance

“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.”

Elaine Tan, Executive Director, ASEAN Foundation
Case study:

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

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 distinctly but interrelated divisions providing general support and administration to the PPP Center which are the Human Resources, General Services and Finance Divisions.

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:

**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.

**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 realised 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.

**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.

**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.

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

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