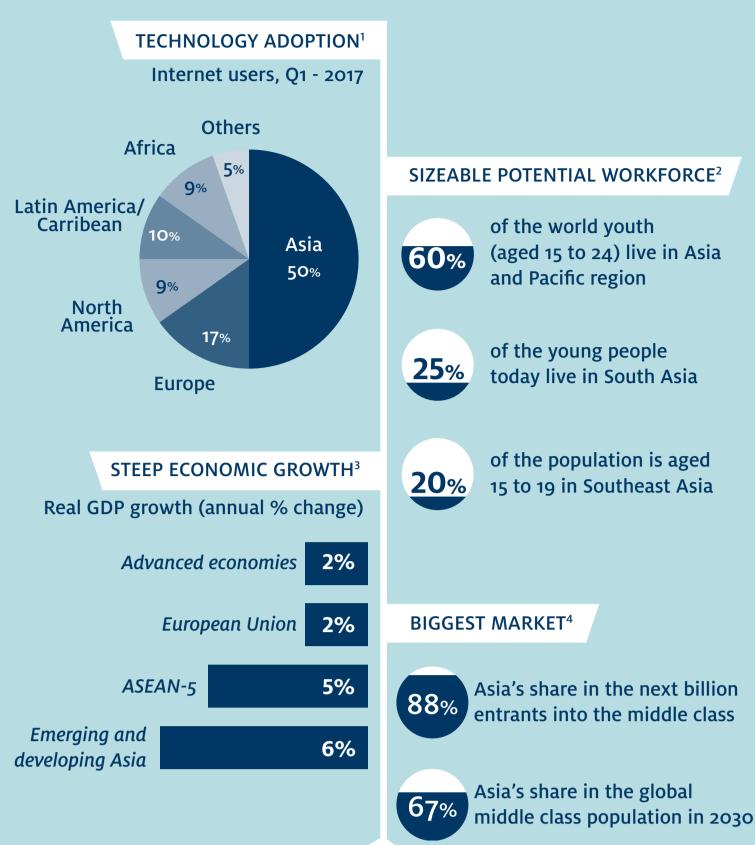


# GROOMING GLOBAL ASIAN LEADERS TO BREAK THROUGH THE BAMBOO CEILING

To help Asian leaders prepare for global roles, we must first understand the "why", "what" and "how" to tackle this challenge.



## WHY IS ASIA IMPORTANT?

### WHAT ATTRIBUTES DO GLOBAL LEADERS NEED?

More diverse networks, experiences, be culturally agile and more comfortable in unfamiliar terrain More proactive, assertive, adaptable and resilient

Able to personally affect key stakeholders' actions, decisions, opinions in a matrixed, multi-geography environment ASPIRATION

COURAGE

STRATEGIC THINKING Establish and develop deep credibility of one's authenticity and capability within and outside of the global enterprise

Understand organization's long term strategy and come up with effective plans

## **HOW TO BUILD GLOBAL ASIAN LEADERS?**

ATTRIBUTES Courage Curiosity Trust Influence Strategic Thinking

INFLUENCE

**CURRENT STATE** Stunted Global Asian Leader Pipeline EXPERIENCES Cross-border Experience Diverse Experience 'Crucible' Experience DESIRED STATE Asian 'Stars' Stepping into Global CXO Roles

COUNTRY CONTEXT Competitive Talent Adequate Availability Affordable Talent

**ORGANIZATION STANCE** 

Aligned to Develop Local Leaders Willing to Take Risks on Asian Leaders Enabling Talent Management/Development

3

#### **NEXT STEPS: LOCAL STARS TO GLOBAL CXOs**

STRATEGIC BUY-IN FROM EXECUTIVE LEADERSHIP TEAM

1

- Ensure a global sponsor in the senior executive leadership team
- 'Engineer' right messaging (through the sponsor) on diversity and Asian leader development

## **2** 3 TO 5 YEAR PLAN WITH CLEAR ACCOUNTABILITY

- Craft a 3-5 year Asian leadership development strategy
- Ensure KPIs with clear accountability

## TALENT DEVELOPMENT INTERVENTIONS

• 2-3 year entry level program in Asia

**Global Asian leadership** 

 development journey deep-rooted in local context

In collaboration with



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Internet World Stats 2017
Asian Development Bank. https://www.adb.org/great-expectations/
www.imf.org/external/datamapper/NGDP\_RPCH@WEO/OEMDC/WEOWORLD/AS5/DA/CIS/EU/ADVEC/MAE
https://www.brookings.edu/research/the-unprecedented-expansion-of-the-global-middle-class-2