

Leadership Development in Asia – Exploring the New Terrain

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Abstract

The twin engines of globalization and growth propel Asia forward into the new terrain of leadership development. This new terrain requires organizations across the region to dramatically elevate their knowledge, systems, and processes for developing people, and for ensuring effective management and leadership skills to keep pace with demand. Consequently, a key challenge for leadership development in the Asia-Pacific is that practice has currently outstripped research. We lack Asia-specific knowledge concerning the attributes of effective leadership, how leader's learn, grow, and change, and how leaders in Asia lead in globally diverse contexts.

This symposium brings together three distinct but complementary initiatives undertaken by researchers at the Center for Creative Leadership to better understand the new terrain for leadership development in Asia. Initial findings will be presented from quantitative and qualitative data collected from leaders working in organizations across the region. Collectively, the research questions addressed in this symposium provide an integrated platform to examine pressing issues in the fields of management, leadership and business in the Asia-Pacific and beyond.

Presentation 1: Understanding the Leadership Gap

Authors – Damien Joseph, Ph.D.

The identification and development of key talent is a significant concern for organizations throughout Asia. Organizations need new understanding of the skills and perspectives that are essential for effective leadership both now and in the future. This presentation addresses the following questions within the Asian context: What leadership skills and perspectives are critical for success? How strong is leadership currently in these critical areas? What potential pitfalls and leverage points lie ahead?

Presentation 2: The Lessons of Experience Asia
Authors – Jeffrey Yip, M.A., Meena Wilson, Ph.D.

In Asia, as elsewhere, human resource professionals and others are looking for more effective ways for approaching leadership development. At a foundational level this requires better understanding how leader development happens. This presentation extends CCL's lessons of experience research into Asia by addressing the following questions: What are the processes by which executives learn, grow, and change over the course of their careers? What factors differentiate successful executives from those who derail at senior levels?

Presentation 3: Bridging Cultural Boundaries Through Leadership
Authors – Vijayan Munusamy, Ph.D. Candidate, Chris Ernst, Ph.D.,

The goal of leadership is to bring people together to accomplish a larger purpose. Increasingly in Asia this requires developing effective leadership across groups of people with very different histories, perspectives, values, and cultures. This presentation presents findings to stimulate new knowledge and understanding around the question: What types of leadership practices are effective in bridging cultural boundaries in diverse and multicultural work contexts?