

DIVERSITY & INCLUSION



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LISTENING LEADERS

Foo Yi Von

is the general manager and a trainer at Dale Carnegie Malaysia

In today's globalized world of business and society, organizations are made up of increasingly diverse teams of people. Diversity can refer to differences in ethnicity, age, culture, education, religion, personality as well as experience. When different people of varied background come together, teams can become more creative, innovative and progressive. However, it is also inevitable that with differences come friction and conflicts, especially if communication is lacking.

Inclusion is about understanding, accepting, supporting, valuing and ultimately respecting our differences. When organizations are inclusive, people are empowered to speak up and make a difference. Yet, while more companies adopt diversity and inclusion strategies and institute new programs to achieve these outcomes, leaders consistently do not listen to their employees. This was highlighted by a Dale Carnegie White Paper that pointed out that one of the biggest leadership blind spots is the failure on the part of leaders to truly listen, respect and value employees' opinions.

Dale Carnegie said:

“People participate in a world that they help create.”

We want to contribute to the mission and make a difference. That can only happen when leaders listen and incorporate feedback. If not, workers will be left feeling disconnected and rejected.

The 30 timeless human relations principles in Dale Carnegie's *How to Win Friends and Influence People* are simple but not easy; the principles are commonsensical but not commonly practiced. These principles emphasize the importance of becoming a friendlier person and to win others to our way of thinking. This is only possible when one becomes a leader who makes it a habit to ask questions and listen instead of giving direct orders. If practiced fervently and genuinely, highly diverse organizations will benefit from inclusive leadership.

As leaders, how do we perceive our employees? Are employees to us merely people with valuable skills or do we appreciate employees as valuable people with skills? A shift in perspective will make a stark difference in shaping an organization's culture.

If we liken the benefits of diversity as the treasures contained within a box, then, inclusivity is the key to unlock the treasure chest. Only with inclusivity can organizations enjoy the benefits brought by diversity: inspired creativity, increased productivity, improved employee engagement, reduced employee turnover, increased profits, enhanced company reputation, improved cultural insights and many more.

SCRATCHING BENEATH THE SURFACE

ABOUT

Rob Castaneda

is the founder and chief executive officer of ServiceRocket. He was named one of Silicon Valley's youngest, best and brightest for 2014 – a '40-Under-40' chosen by the Silicon Valley Business Journal. In 2009, he was awarded the Entrepreneur of the Year Award by Ernst & Young. He was recognized for founding an innovative software services company in the aftermath of the dot.com bubble.

ServiceRocket

helps its clients get the most out of their software and transform the way they do business.

Headquartered in Palo Alto with offices around the world, its products and services help clients accelerate alignment, reduce friction and connect with their teams, partners and customers

MELTING POT

I was born in Australia to a Salvadorian father and Maltese mother. My wife is Filipino and I am currently living in California running a business with offices in Kuala Lumpur, London, Palo Alto, Sydney and Santiago. It is obvious that I had a multicultural childhood and I continue to be surrounded by people from different nationalities and cultures right now.

Running ServiceRocket's global offices means that I have to manage staff from 30 different nationalities. The Malaysian office alone is represented by 20 different nationalities. But when I see a person, I do not let where he or she comes from or how they look like determine their professional competence. We are first of all a person and then in the context of ServiceRocket, we are all Rocketeers. There is age and gender diversity – our staff are between 20 to over 50 years old and a third of us are female. No matter the age or background, everyone's opinions are valued

equally. Also, when it comes to job performance, we look at skills and not paper qualifications. We have hired some staff even before they have graduated from school.

It is important that we are inclusive and diverse as an organization. If everyone within the company comes from the same background, have the same type of experience, then there will not be any difference and this is limiting. We will think, act and respond the same way to the same situation or problem. There will be no creativity and innovation as a result.

“I let myself be vulnerable by sharing my emotions.”

SHARING, CONNECTING

For the past 18 months, we have been trying to identify the causes of anxiety within the company. Are our staff not having a sense of belonging, feeling left out or not getting the right support from their managers? The situation could be similar to a child who feels anxious about going to school because the child does not have friends. In the same way, if team members do not feel included at the workplace, they will become emotionally detached and lose touch with others. Eventually, they might leave the company. Conversely, if they feel a sense of belonging, teamwork will be strengthened. Everyone benefits in this scenario.

As a leader, I decided to take the first step to create an environment at work where people feel like they really belong. At our monthly meetings which are conducted via Internet live streaming, I let myself be vulnerable by sharing my emotions. I would relate to them wonderful as well as terrible experiences I have had. I have been sharing the good and bad moments that I have encountered in that month. I am happy to show them that like anyone else, I react emotionally to events. This makes me more authentic and I become

a person to them and not just the founder or chief executive of the company. Because of this, I can also be myself at work and I feel like I am surrounded by family members at work. This is wonderful.

Another way that we create a casual, relaxed atmosphere at work is in the way we welcome new hires. When someone first joins the company, a short introduction of the new staff will be posted on the Workplace platform. This will inform all Rocketeers around the world and they can send welcome messages to the latest addition to the team. We share personal details of the person's life, for example, it could be her hobbies, her recent travels, etc. Hence, instead of a superficial 'Welcome' message, we are able to start meaningful conversations with the new hire about their lives or hobbies. Bombarded by messages from teammates from all over the world, the new staff would feel so included like they would be in a family.

“If team members do not feel included at the workplace, they will become emotionally detached.”

Tips to be more diverse and inclusive

- Leverage on technology. Use video conferencing apps to overcome geographical, time zone constraints.
- Use collaborative platforms like Workplace by Facebook to foster deeper group interaction.
- Physically rotate staff to different cities so that there is greater face-to-face interaction.
- Involve others in decision making. Leaders and managers should ask for help and feedback from others.





THRIVING on openness

ABOUT

Mai Viet Ha
is the general director of Savico.

Savico
is the largest automotive distributor in Vietnam with presence in real estate, financial and commercial services.

“Having a flat hierarchy will help us bounce back quickly from temporary setbacks.”

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NIMBLE AND FLEXIBLE

The business environment in Vietnam is changing very rapidly. Organizations will fail if they do not develop and change. This applies to Savico even though it was founded 37 years ago. We should regard diversity as something positive as it gives us great impetus to embrace every individual in the company so that they are motivated.

I believe that diversity gives us opportunities to adopt new ideas, new mindset and new knowledge. This attitude enables Savico to adapt to an ever-changing market. Savico's goal is to be a leader in the service industry. We are presently a leader in the automotive field. But we are not resting on our laurels. Everyone in Savico is trained in design thinking and to have an entrepreneurial mindset so that we can rise up to any challenge thrown at us in the future.

THRIVING on openness



NO BARRIERS

Managing diversity is easier said than done. It must be done in order to foster creativity and innovation. Having a management title or designation is just that – it's only a name. We should not let it get in the way of knowing our staff better. Savico is committed to having an open culture so that we can continuously stay ahead of our competition and remain great. Having a flat hierarchy will help us bounce back quickly from temporary setbacks.

So, employees at Savico have always been given the freedom to express themselves. One of the ways the organization achieve this open culture is through what we term the “skip level meeting”

“Management is simply people talking to each other. Let's not complicate matters.

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For example, our chief executive officer can have a direct meeting with a specialist or staff without the person's manager. This promotes free flow of ideas. Sometimes, management is simply people talking to each other. Let's not complicate matters. After all, it is a basic human right for us to speak our minds, right? We can hear different opinions and consider varied perspectives only when we adopt such an approach.

ATTRACTING TALENT

We can see the marketplace as a game to find out who makes more profits. In this game, teams can have better chances of doing well if they recruit the best players. Having an open company culture will enable organizations and businesses to attract the best talent. They are motivated and excited by the prospects of being valued and appreciated. Companies look for the best; talented people are also scouting for organizations that can bring out the best in them. It works both ways. When both parties find the right fit, then we can talk about optimizing each other's strengths to take on the innumerable challenges in the competitive marketplace. With our strong company culture, Savico can rely on its capable staff to deliver higher value and hence excel in the game. Diversity and inclusion are not just empty talk to sound enlightened – there are real, tangible benefits to businesses, investors and shareholders.



SUCCESS is happy staff

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“Employees can be groomed to acquire the skills and knowledge that they need to excel in their jobs.”

EGALITARIAN

Background does not matter at the Thai Steel Cable Public Company (TSC). Whether one is transgender, lesbian, gay or bisexual, handicapped, male or female, the 40-year-old company will consider only job performance when it comes to career growth. To do well at the company, having the best education and coming from a privileged background will not matter if a staff member is not competent.

The company's open and inclusive culture can be seen during mealtimes. Very little separates the management from the staff. Everyone, regardless of their position, eats at the same canteen and applies to the same benefits. For instance, parking is assigned on first come first served basis. Promotion and career

growth for staff is equally dependent on performance (meeting key performance indicators) and competency. If we do discriminate, it is that we make it more challenging for the management when it comes to appraising them. The management needs to meet 70 per cent of their KPI and the other 30 per cent is based on their job performance. This is because as leaders, they should show that they are more than able to meet their targets to set an example for the rest. This has got nothing to do with one's background or personal circumstances.

“We want to look for people who can do the job and not how well they performed in school”



ABOUT

Sirina Patanatmarueng
is the senior general manager of Thai Steel Cable Public Company's business administration division.

Thai Steel Cable Public Company
is a joint venture of Summit Corporation. It is a manufacturer of automobile and motorcycle control cable and window regulator, supplying to leading automobile and motorcycle manufacturers domestically and internationally. It employs 1,300 staff.

DEVELOPMENT AND GROWTH

Many organizations use education level to screen potential hires. But TSC believes that employees can be groomed to acquire the skills and knowledge that they need to excel in their jobs. That is why we continue to send our staff for further education and training so that they execute their current job functions well and rise up to meet future challenges. We accept candidates regardless of the type of university they are from. Having a good grade point average does not mean that a job applicant stand a higher chance of being selected. We want to look for people who can do the job and not how well they performed in school.

The company recognizes that our staff are the main driver of the business. This is why we provide sponsorships for further studies. We have staff who have left school after Grade 6 or have a vocational certification. If they do well at work and they show good potential, TSC will encourage them to go for degree courses and beyond. The company provides the financing at no liability to the staff. In the past four years, we have many from TSC who completed master degrees and have even gone for overseas training. Right now, we have two doctorate candidates.

“Our success is the happiness of all staff.”

FAMILY

When we see each other as a family, being inclusive does not even become an issue. As we are close knit, everyone in TSC understands that we should take care of each other and treat each other the way we want to be treated. We take pride in that our staff will tell their family and friends that they are proud to work at TSC. We have been hiring handicapped people long before legislation was imposed in Thailand to compel organizations to do so. In fact, TSC hires more handicapped employees than required by the law. When it comes to gender, TSC has many females in top management posts. There are also several female engineers, operators and production workers. The company looks at job performance and not the physical attributes of the person.

It is in this spirit that TSC does not regard blue-collar workers to be different from their

white-collar counterparts. It is typical in many organizations that blue-collar workers in the manufacturing industry work an extra day compared to their white-collar colleagues. At TSC, both groups work five days a week and enjoy the same benefits.

When it comes to contract staff, TSC provides them with the same access to welfare and other privileges. For example, they can travel on the same company bus as permanent staff do and they are invited and encouraged to join the company's annual party and leisure activities. This is not typical of manufacturing companies.

As a result of our company's egalitarian approach, our turnover is very low – it is less than 1 per cent. It is not all about generating more profits all the time. Our success is the happiness of all staff.

ABOUT

Jerome Dubois is the general manager of Coty in Southeast Asia and distributor markets (consumer beauty).

Coty Inc.

is a multinational beauty company founded in 1904 by François Coty. Headquartered in New York City, it has a revenue of over US\$9 billion and owns 77 brands

DOING THE RIGHT THING



ODD ONE OUT

I am probably a minority in my organization and industry. Hence, I am quite well positioned to speak on the issue of inclusion and diversity. In the world of cosmetics, I feel insecure precisely because I am a man. It is true that I find it very challenging to survive in this environment as I am surrounded not just by women, but extremely talented ones.

It is Coty's corporate mission to celebrate and liberate the diversity of beauty. We have been challenging the long-held assumption that there is only one standard for beauty in our industry. This is something we do not agree

with. Coty wants the standard to be opened up to different interpretations and criteria. By doing so, we are directly and actively promoting diversity and inclusion. There should be more yardsticks to include different ideas of what is beautiful. It is for this reason that I joined the company two years ago.

One of our brands started an anti-cyberbullying campaign. Rimmel, which sells cosmetics and perfume, is actively pushing the boundaries to stop people from shaming others on the Internet because of the way they look. Beauty cyberbullying has caused 115 million images to be deleted from social media and Rimmel has decided to act against it. If we really think about it, as children, we have been guilty of such behaviour even before the advent of the Internet and social media. Young children have been singled out because they might not conform to the conventional definition of beauty. It can be due to the clothes they wear, their body type, hair color, skin color, nationality, accent... The list goes on. If children do it, so will adults.

Advice

Know your staff well. Have regular meetings with them. It can be a one-on-one meeting, a breakfast meeting or monthly townhall.

Be a role model when it comes to diversity and inclusion. Embrace it as it will deliver results.



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We have been challenging the long-held assumption that there is only one standard for beauty in our industry.”

SKIN DEEP

We need to go further and not just look at the surface issues when it comes to being more inclusive and diverse. While being inclusive in areas like gender, race and physical appearances are important, we should not stop there. There is a need to have diverse leadership styles, for instance. Also, organizations tend to favor standardization and uniformity, especially the bigger ones with strong and rich culture. I think it's dangerous that we try to fit things into a mould.

For example, decades ago, the salary gap between men and women was not questioned. It would definitely hurt profits if we narrowed the gap. But is that the real issue? Is it right that there is a gender wage gap? Back then, everyone thought about the issue in the same way. Groupthink may not necessarily lead to better results if we see it from a moral perspective. Not everything can be justified in terms of dollars and cents.

Even if we look at diversity and inclusion in terms of business opportunities, there is a case to be made, especially in the prevailing social climate, for more instead of less diversity. In Johor, Coty opened its first-ever retail store in Asia selling only Coty products. Four staff are needed to operate this outlet. At first, we hired an all-female Chinese team. Then, we realized that we have made a mistake. This is because Johor is not just a destination for Chinese tourists and Chinese Singaporeans crossing the border in search of good deals. Our customer base includes Malays, too. So, we decided to hire a Malay staff at that outlet. And some of our consumers are men. Therefore, we brought in a male staff. Just because we mirrored our customer profile when it came to the shop's staff, business picked up. Having a more diverse team helps to improve business.

COMFORT ZONE

Embracing what is not familiar to us takes time and some getting used to. We are all born in a village or in a small part of a town or city surrounded by people who are similar to us in terms of ethnicity, income level, language, eating habits, etc. Going outside of that comfort zone to embrace others of dissimilar background requires effort.

Take myself for instance. Twelve years ago, after spending eight years in France, I was posted to our European headquarters in Geneva, Switzerland. When I first went to Europe, I thought I would only need to mingle with the French or French-speaking people. But the Geneva posting necessitated that I interact with the Italians and the Germans, for example. And I had to understand the business climate in various other European countries. It's like learning a new language: it is quite painful at the beginning. But it is also very rewarding once we step out of our shells as so many doors are opened as a result.

CORPORATE INITIATIVES

To walk the talk so to speak, Coty is going beyond being inclusive within our organization. In Southeast Asia, we partner SPD (formerly known as the Society for the Physically Disabled) in Singapore to help disabled or different-able people to better improve their careers on top of being a corporate sponsor. This helps us to practice what we preach as well as to understand the challenges faced by them in their professional lives. Some of us even embark on personal initiatives. For example, we had an intern who went to Bintan to make some donations and provide health screening to the young men over there.

“Having a more diverse team helps to improve business.”

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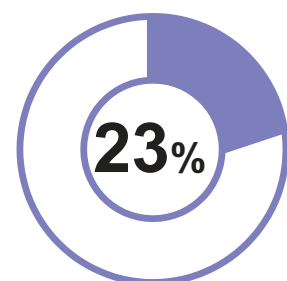
Artificial Intelligence:

PREPARING PEOPLE FOR HUMAN-MACHINE PARTNERSHIPS

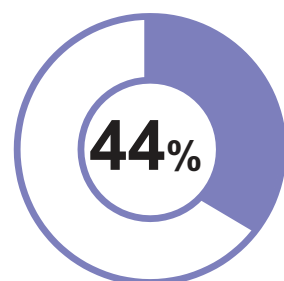
While technological expertise and big data will be the driving forces for digital transformation, leaders will need to look beyond the technology to achieve successful implementation of AI.



AI Is Changing Work



say their role is already impacted by AI



expect it to be impacted in the next 1-5 years

70% are positive about AI taking on routine tasks, allowing them to focus on more meaningful work



Barriers to Effective Human-Machine Partnerships

63%

are at least moderately concerned about possible bias in AI

45%

have a high level of trust in their leaders to make the right decisions about AI

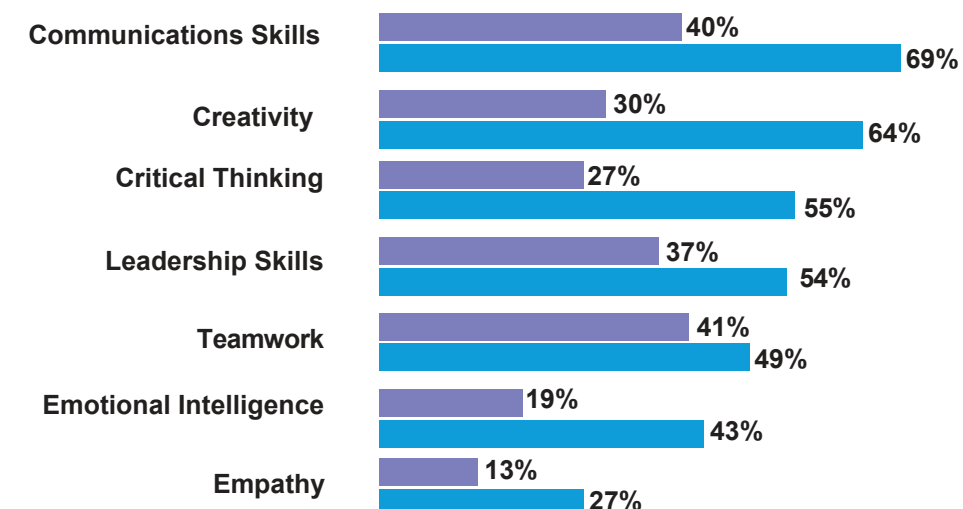
68%

said additional training would be important to avoid losing their jobs to AI



Upskilling for Digital Transformation

73% believe soft skills, rather than hard (STEM) skills, are what is needed to stay relevant



Received training in the past 3 years (All)

Will be important (according to VP Level+)

Creating Advocates for Success

Employees are > 3xs more likely to be extremely positive about AI when they trust their leaders, understand how AI works and have received soft skills training in the past

21%

68%

To learn more about how to prepare people in your organization for the human-machine partnerships of the future, download our white paper.

*In 2019 Dale Carnegie & Associates conducted an online survey of more than 3,500 employees (about 60% leaders with direct reports and 40% individual contributors) across eleven countries including the U.S., India, China, Taiwan, Germany, U.K., Sweden, Norway, Italy, Canada, and Brazil.



- Pioneer in adult learning industry since 1912
- Consistently rated by TrainingIndustry.com to be among the top 20 global training organization in Leadership, Sales and Workforce Development since 2012
- The only company in the industry globally to be awarded ISO 9001:2015 for trainer development and certification
- 2,800 certified trainers/coaches
- Our clients include 80% of Fortune 500 companies
- Global network of 91 countries in 270 offices – biggest footprint in the industry globally
- Best selling books of the century: How to Win Friends and Influence People; How to Stop Worrying and Start Living
- 99% of our graduates said they are satisfied with the training they have received