

# THE SINGAPORE

# MARKETIER



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Account  
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5 Year

Sally  
Director

Zach  
Manager  
experience  
Years



**Siti**  
position  
Brand Manager  
years of experience  
8 Years

**Thomas**  
position  
Accounts Director  
years of experience  
10 Years

**Anne**  
position  
HR Executive  
years of experience  
5 Years

**Herman**  
position  
Accounts Manager  
years of experience  
8 Years

**Jules**  
position  
Accounts Executive  
years of experience  
7 Years



**Diana**  
position  
Events Planner  
years of experience  
6 Years

**Dave**  
position  
Accounts Executive  
years of experience  
2 Years

**Megan**  
position  
Marketing Executive  
years of experience  
4 Years

**Kelly**  
position  
VP Marketing  
years of experience  
8 Years

**Louise**  
position  
Sales Manager  
years of experience  
5 Years

**MARKETING INNOVATION:**  
BRINGING VALUE TO CONSUMERS  
AND PROFITS TO COMPANIES

**MARKET RESEARCH:**  
HOW TO GET THE RIGHT DATA  
TO MAKE THE RIGHT DECISIONS

**EFFICIENCY IS GOOD,  
BUT EFFECTIVENESS IS BETTER**

**A MULTI SENSORY APPROACH  
TO HELPING CUSTOMERS FALL  
IN LOVE WITH YOUR BRAND**

**CREATING GLOBAL BRAND  
WINNERS IN A RECESSION**

**2009: CONNECTIONS TRIUMPH  
OVER INTERRUPTION**

**BODY LANGUAGE FOR  
GREATER SUCCESS IN SELLING**



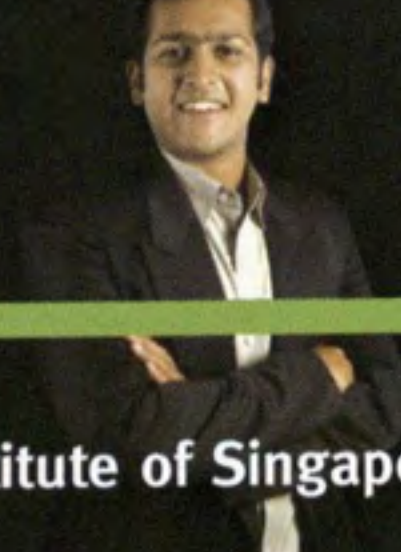
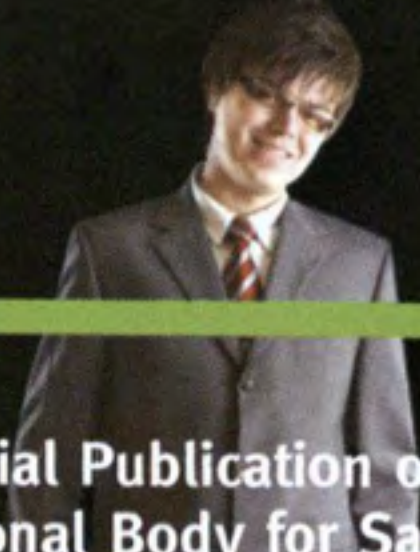
**Alana**  
position  
Accounts Executive  
years of experience  
1 Year

**Lucile**  
position  
Marketing Manager  
years of experience  
8 Years

**Suresh**  
position  
HR Manager  
years of experience  
8 Years

**Josh**  
position  
Creative Director  
years of experience  
12 Years

**Brent**  
position  
Director  
years of experience  
10 Years



**Taufik**

**Rob**

**Din**

**Zoe**

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# NEW TIMES NEW LEADER



by SYLVIA  
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STAFFORD

As the title suggests, we are heading for new times. We have never experienced so many variables shifting at the same time. Unemployment is high, trust is a hard commodity to find, people who saved and invested for future stability have lost a big portion of their potential income, a possible pandemic is imminent, organisations that were deemed safe and stable have shut down and the list goes on.

Leaders are asking themselves what needs to change from the years of leading in a different way? Will the experience of leading in the past be able to steer the organisation in the future? How much change should we be expecting and are we able to deliver on the promises that we make to get the organisation on track again?

Many leaders recognise that organisations that will make it through these uncertain times are the ones that will see the opportunity and change however they need to. Large companies like Hyatt Hotels, Federal Express and Starbucks established themselves in times of recession. Other companies like Apple, McDonalds and Walmart have made humongous profits in bad times.

Competence coupled with a bit of luck seemed to be the winning formula for organisations to stay in the game. As we see it at the high level, a two-pronged approach may augur well as a starting point:

- Structural change - What does the organisation need now that it does not have – whether this is a different market, product or team of people, strategy OR an organisational restructure.
- Leadership Style - Authoritarian as you take the organisation into new territory or democratic as you enrol teams into greater collaboration.

While we as a population have had the rich experience of traversing through the Ages of Agriculture, Industrialisation, Information, Knowledge and Design, the age ahead of us will continue to change and be different. This past experience saw an emergence of a set of values – moral, ethical, ideological social and aesthetic. Depending on how these values are lived we experience true leaders of integrity, or leaders with only self in mind.

For example, Warren Buffet is a person who has observed his values consistently and appropriately regardless of opinions, arguments or negative reinforcement from others. On the other hand, Jeffrey Skilling of Enron applied his values that may have aligned within himself but ultimately led to the collapse of one of America's largest corporations.

In the past organisations had the benefit of relationships that were cemented in place by the leaders who came before us. Processes worked and results were achieved because people trusted each other. Relationships were held in good stead and respect was evident. People did more than they needed to as they felt a loyalty to their colleagues, to the company and to themselves.

Warren Buffet made his fortune based on the basic people principle of respect for each other. Many an entrepreneur and leader who operates way ahead of the masses still believes in the interpersonal relationship between people and the enormity of what that can do. Many so-called “successful” people today have not taken heed of this fundamental premise hence the state we are in today.

And yet it is in these times of adversity that new leaders will emerge - leaders who are far more resourceful and resilient and willing to apply their values for the greater good of people, their society and the world.

Going back to basics, it is a time for introspection. What can I do to make a difference to others? How can I make someone else's life a joy? What would that feel like? To take it another step further, what if I left the concept of ME behind and thought about YOU instead?



Some questions that are prevalent in my mind are:

- Am I ready to take the bull by the horns and lead differently?
- With largely uncharted waters ahead of me, how am I to make sustainable decisions?
- How do I instil the element of trust back into the minds of people in my organisation?

Before making changes in the organisation I first need to attend to self. Understanding the elements that drive me are at the crux of change. Let's see how many questions you are able to answer:

- What do I believe about myself as a leader? Are most of these beliefs positive or negative?
- How am I motivated? What values underpin this motivation?
- Are there any principles that guide me as a leader?
- What is my leadership attitude and how does it manifest in my results?
- Am I a highly spirited leader who attains a following easily? What constitutes this?

The first step in changing your leadership style is to understand what constitutes you as a leader. The next step is to know what aspect of these steps you would like to change to lead in new times. This is what we call re-focusing your internal self towards what you want so you are directed towards attaining outcomes that you have designed and engineered.

As leadership requires a great degree of flexibility we need to be aware of wider aspects that make up a good leader. Discussing great leaders and tuning in to the psyche that these people operate from can be rather interesting. When analysed, many great leaders have some common areas of focus and these lead them to the positive results that they attain.

One main aspect of success that leaders have uncovered is the importance of past experiences. As a child we emulate our peers, authority figures (parents, teachers) and friends, to take on "ways of being" that appeal to us at the time. These attitudes and beliefs may work for us in that phase of life. However as we grow and mature, we may need to disband with these "ways of being" and absorb new ones that work better for us.

Most of us know some leaders who lead by being "authoritarian" in their approach. Whilst an authoritarian leader can produce results in certain situations, have you ever wondered how much more they might achieve if they considered a more "democratic" and "influential" style of leadership? Some of you reading this article may even be this person!

Changing our internal self to come from "trust" rather than "control" is possible. In fact it is easy. As human beings we all have something about the past we need to clear to be even more successful. Some people I have encountered over the years have done the following to improve their results:

- Changed their leadership style
- Moved outside their comfort zone to do something different

- Eradicated their fear of success
- Connect to their passion

Another fundamental trait that great leaders have is their ability to visualise the future. These people are visionaries not because they are born this way but because they choose to think beyond the operational aspect of their current situation.

It is imperative that leaders understand the role they are meant to be playing in an organisation. Clearing out the calendar so that the second tier of management delegates operational duties is imperative for a leader to contemplate and consider where the organisation needs to go.

Alignment within (direction within one's self) and without (externally with the environment) need to mesh. The concept is congruence within and without. If my mind is focused on one thing and my behaviours are moving towards that same thing, the outcome will manifest itself. It is like having the big picture and detail merge into one. This creates momentum and congruence so the leader and organisation are able to move into the future with volition.

Many a time we have found that the individual is not fully cleaned out neither focused on what they want (often people know what they don't want) so organisations flounder. Meeting with CEO's who know where they are going is an inspirational experience. They speak with passion and conviction, excited by the outcome that they have designed. This flows to the next level in the organisation and cascades down the line. A motivated workforce results in strong results – results that are attained with far less expense in time and money.

Sylvia Fernandes has more than 20 years experience in the corporate sectors namely the banking, finance, human resource and IT industries. Sylvia worked as a Treasury Specialist responsible for the Transfer Pricing portfolio at the Commonwealth Bank of Australia in Sydney. Subsequent to that she moved into headhunting elite executives in the banking and finance industry and then into the recruitment of IT executives working for companies like Franklins, IBM Global Services, PeopleSoft and Capgemini.

Sharlyn Stafford is a dynamic and successful corporate trainer, coach and consultant with more than 20 years of experience facilitating corporate training programmes in Singapore, South East Asia, Australia and North America. Her personal premise advocates encouraging individuals in their life long learning and self-knowledge to achieve career results and personal wins. She achieves this by delivering tangible outcomes for her clients which has established her as an expert in management development.

Sharlyn will be conducting the following learning and development programmes at the Marketing Institute of Singapore:

- Effective Presentation Skills – 9 & 10 July / 8 & 9 October 2009
- Personal Branding for Business & Career Success – 7 August / 13 November 2009
- Business Networking Mastery – 13 July / 12 October 2009
- Assertiveness Skills for Managers – 9 & 10 September / 10 & 11 December 2009

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