



# WORK 3.0

**REIMAGINING  
LEADERSHIP IN  
A HYBRID WORLD**

**Australia & New Zealand**

This Country Report should be evaluated in conjunction with the WORK 3.0 Asia Pacific research study published and released on Nov 17, 2022.



## WORK 3.0 REIMAGINING LEADERSHIP IN A HYBRID WORLD, ASIA-PACIFIC STUDY

RESEARCH PARTNERS:



CARROT  
GLOBAL

ICDM  
Institute of Corporate  
Directors Malaysia

ICD  
Institute of Corporate Directors  
Building Better Boards

ihrm  
Institute of Human Resource Management

JACHRO  
Japan Association  
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Scan this QR Code below to access the full report.



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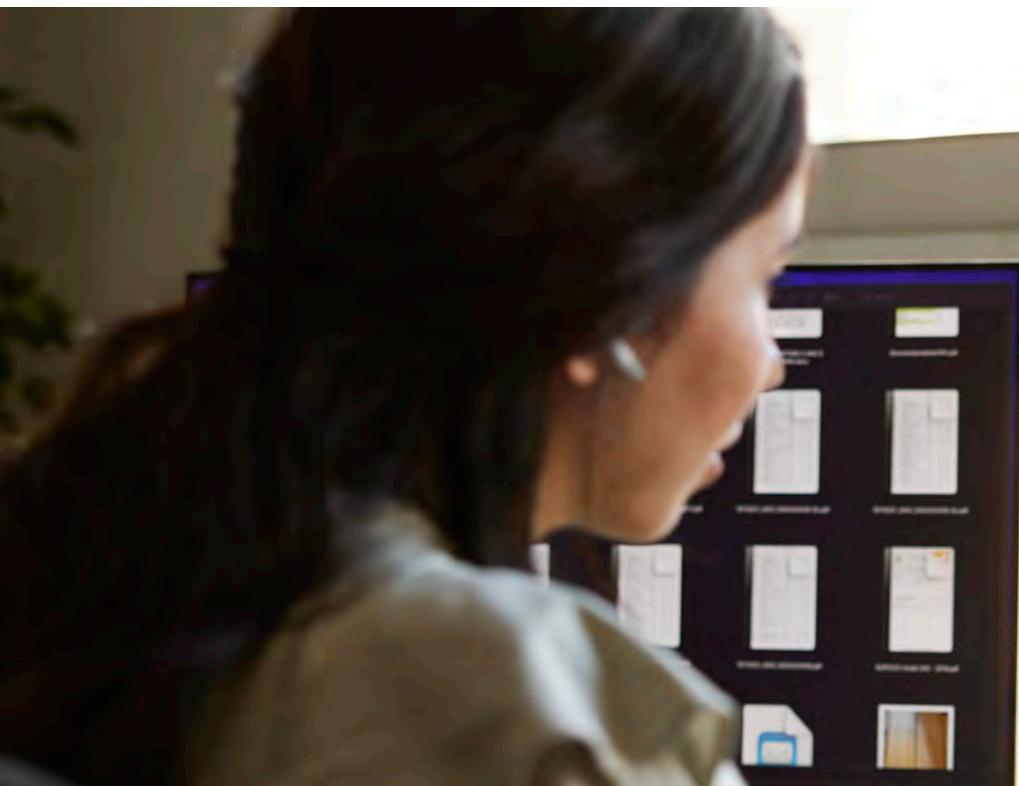
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# EXECUTIVE SUMMARY

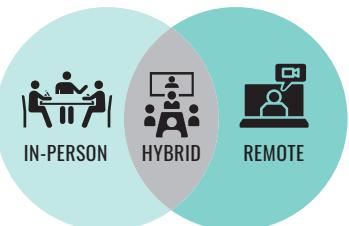


## 1. EMPLOYEES WANT MORE FROM WORK.

Owing to the disruption that the world has gone through, stakeholders have heightened expectations from corporations.

Employees are seeking incremental meaning from their work, higher flexibility, and a better "quality" of life.

Dissatisfaction around such asks is partially manifesting in "the Great Resignation," "Antiwork," or "Lying Flat" movements across the world.



## 2. HYBRID OR WORK 3.0 HAS EMERGED AS THE PREFERRED MODEL.

After having embraced a fully remote model during the pandemic, most organizations are currently testing to see what combination of onsite and remote works best for them.

Key variables that organizations are trying to optimize for are flexibility for employees on the one hand, and productivity and efficiency on the other hand. Increasingly, there is very little correlation between work and workplace.

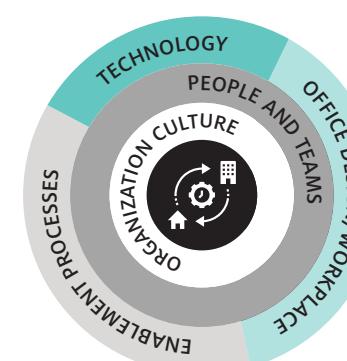


## 3. ORGANIZATION CONTEXT DICTATES VIABILITY & VERSION OF HYBRID MODEL.

Different versions of hybrid work for different organizations.

The discretion that employees have around workplace depends on several variables.

Organization culture, type of work, leader level, leader age/generation, and national culture are some variables that dictate the viability of hybrid and flexibility that employees can have if organizations adopt it.



## 4. SUCCESS IN WORK 3.0 CENTERS ON PEOPLE AND CULTURE.

Technology has evolved exponentially in the past two years.

While it is often celebrated as the biggest champion of enabling hybrid working, WORK 3.0 research suggests that it is at best a "hygiene" factor.

The success of the hybrid model hinges on people/teams and organizational culture.

# EXECUTIVE SUMMARY

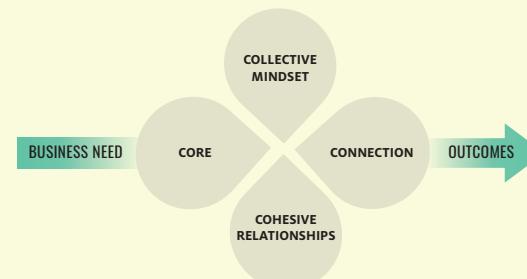


## 5. LEADERS' SUCCESS DEPENDS ON THEIR MINDSETS & ATTRIBUTES.

Leaders must be dynamic and agile as they align their capabilities with WORK 3.0. Mindset shifts must precede skillset changes.

Most mindset and skillset shifts center on trust, communication, and growth.

Leaders in developing Asia must also align to the reality that teams can be productive even as they work from home.



## 7. TEAM SUCCESS IN WORK 3.0 HINGES ON 4 KEY ELEMENTS.

Elements of a team that must come together to enable organizations to deliver on business needs, especially in a hybrid work environment, are core agreements about how people work together, collective mindset or team culture, cohesion or intra-team relationships, and connections across teams.

Leaders must manage tensions in these 4 areas for teams to perform and thrive in WORK 3.0.



## 6. SOME LEADERS DO MUCH BETTER THAN OTHERS.

Mindset maturity and hybrid-world-friendly attributes dictate leader comfort and success in the new world.

On the one end of the spectrum are leaders who not only thrive in a hybrid world but also champion navigating the polarity between flexibility and collaboration. On the other end of the spectrum, however, are leaders who are struggling to find their feet.



## 8. LEADERS MUST ALSO PLAY 5 ROLES TO MAKE WORK 3.0 A SUCCESS.

Leaders must lean on their WORK 3.0 mindsets and attributes to manage several complementary or competing ideas in navigating tensions at work.

In doing so, leaders must embrace 5 roles – Anchored Imagineer, Cat Herder, Wellness Hunter, Risk-Averse Gambler, and Tech-Savvy Humanist. Ability to play these five roles dictates if inherent WORK 3.0 tensions will act as “springs” or “mines.”

# RESEARCH METHODOLOGY

WORK 3.0: *Reimagining Leadership in a Hybrid World* study, based on inputs from 2,200 leaders across 13 countries, highlights the challenges organizations and leaders are facing in navigating business, people, and process polarities as they embrace "WORK 3.0," the new world of hybrid work.

The research was led by the Center for Creative Leadership (CCL) in partnership with a pan-Asia Pacific research consortium comprising 15 organizations in the region: The American Chamber of Commerce in Singapore, AsiaHRM (Hong Kong), CARROT Global (South Korea), Institute of Corporate Directors Malaysia, Institute of Corporate Directors (Philippines), Intercontinental Institute of HR Management (Sri Lanka), Japan Association for CHROs, Kestria, LinkedIn, Prasetiya Mulya Executive Learning Institute (Indonesia), Sasin School of Management (Thailand), Singapore Human Resources Institute, The Society for Human Resource Management (APAC), Talentnet (Vietnam), and XED Space (Australia and New Zealand).

Key questions the research study attempts to address are:

- What does the evolution of workplace look like in Asia Pacific?

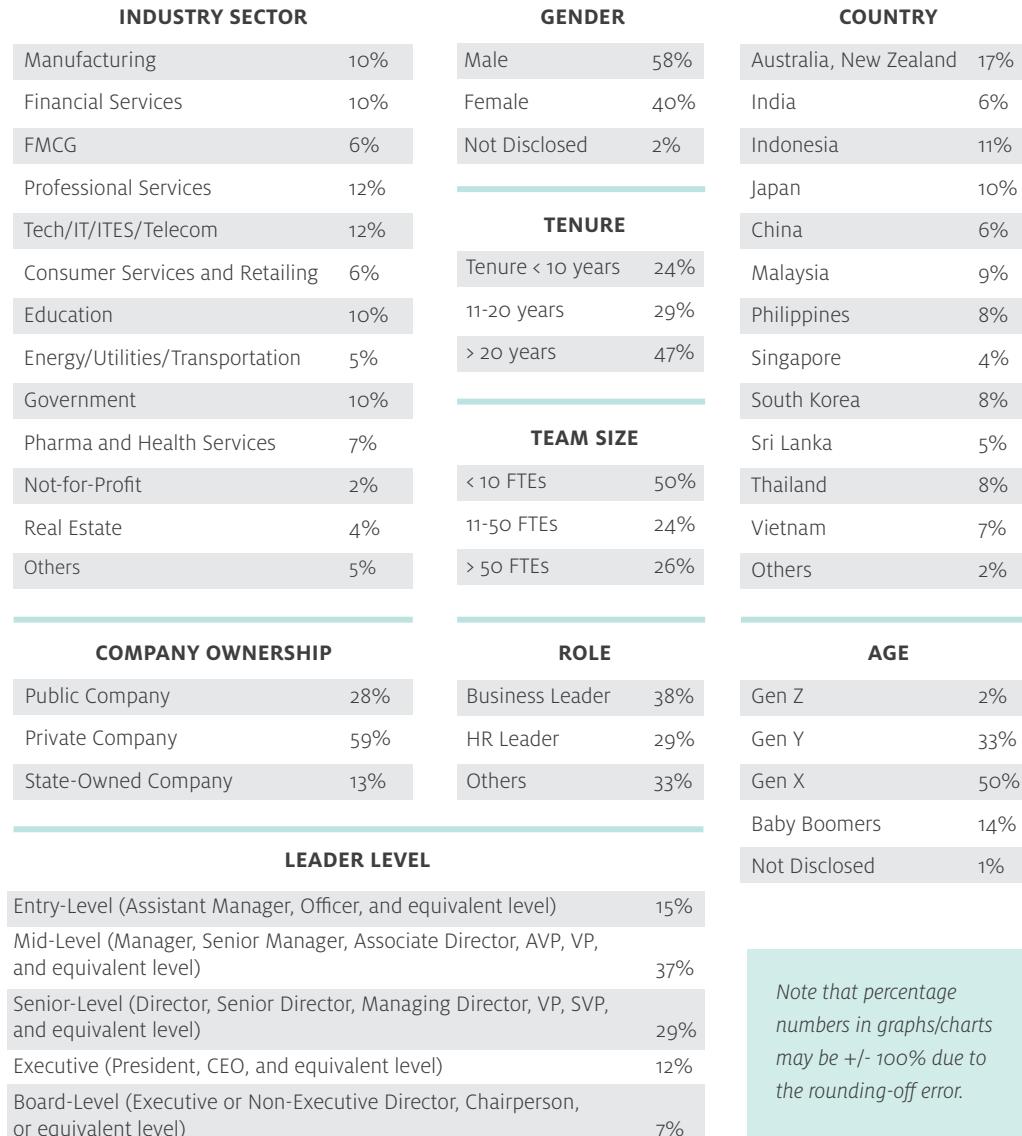
- What are the implications of the various work models organizations are embracing?
- How can leaders prepare for the hybrid world?
- What are the "right" mindsets and attributes leaders must display to be successful?

The CCL research team curated and tested a survey instrument to seek inputs from leaders across Asia Pacific to the above questions. The survey was rolled out by the research consortium partners in 13 countries over a 10-week period. The research team collected 2,170 valid responses to the survey (demographics on the right).

The research consortium also interviewed 27 leaders across 10 countries to get qualitative inputs on how organizations are embracing new work models, and the challenges leaders are facing in doing so. The interviewee leaders belonged to a mix of industries including financial services, fast-moving consumer goods (FMCG), technology, retail, infrastructure, and professional services companies.

Subsequently the CCL research team analyzed the qualitative and quantitative data, and curated the key findings report.

**SURVEY PARTICIPANTS: 2,170**



Note that percentage numbers in graphs/charts may be +/- 100% due to the rounding-off error.

In the research report, we also use the term "hybrid" to mean hybrid work models; "hybrid world" to refer to the era of hybrid work and workplace; and "hybrid leader" to refer to executives who are leading hybrid teams. We also use "WORK 3.0" and "hybrid work model" interchangeably.



## AUSTRALIA & NEW ZEALAND (ANZ) DATA

- **WORK 3.0 Context**
- **Organization Preparedness**
- **Leader Response**
- **Leader Mindsets & Attributes**
- **WORK 3.0 Impact**

# WORK 3.0 CONTEXT



## AUSTRALIA & NEW ZEALAND (ANZ) SAMPLE

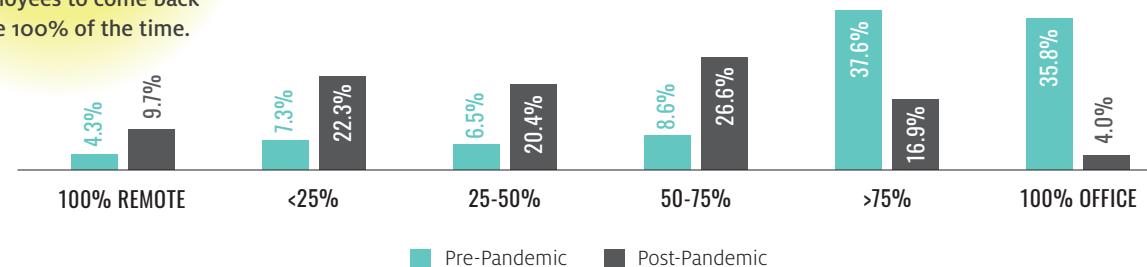
- The CCL research team collected 372 valid survey responses.
- 24% of responses were from public companies, another 57% from private companies, and balance 19% were from state-owned enterprises.
- Entry- and mid-level managers accounted for almost 40% of the survey responses, while 33% of responses were from senior-level leaders (Directors and above). C-suite level leaders and board directors accounted for 27% of the responses.
- 20% of the respondents led a team of more than 50 full-time employees (FTEs). Another 20% led teams between 11 and 50 FTEs in size. The balance 60% respondents led teams of up to 10 FTEs.
- Almost 6% respondents had less than 10 years of professional work experience, 19% had between 11 and 20 years, and balance 75% had more than 20 years of work experience.
- While the sample had representation from diverse industries, it was dominated by professional services, government, education, software and services, technology, and communication services companies.
- 62% of the respondents held business and related roles.
- 14% of the respondents were Gen Y, while another 61 percent belonged to Gen X. The balance respondents were Gen Z and “baby boomers.”
- Almost 58% of respondents were males.



ANZ is all set to embrace the hybrid work environment. Only 4.0 percent of the respondents expect 100% of the employees to come back to office 100% of the time.

### EXPECTATION AROUND TIME SPENT IN THE OFFICE

% Respondents Who Selected the Option

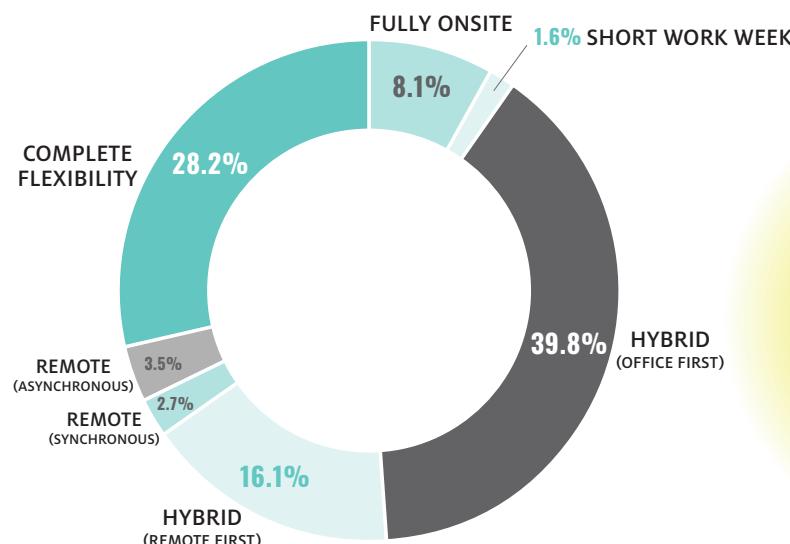


N=372

Question: What are the pre-Covid and post-Covid expectations (in your organization) around time spent by the workforce at the company office/onsite?

### FLEXIBLE WORK OPTIONS

% Respondents Who Selected the Option



N=372

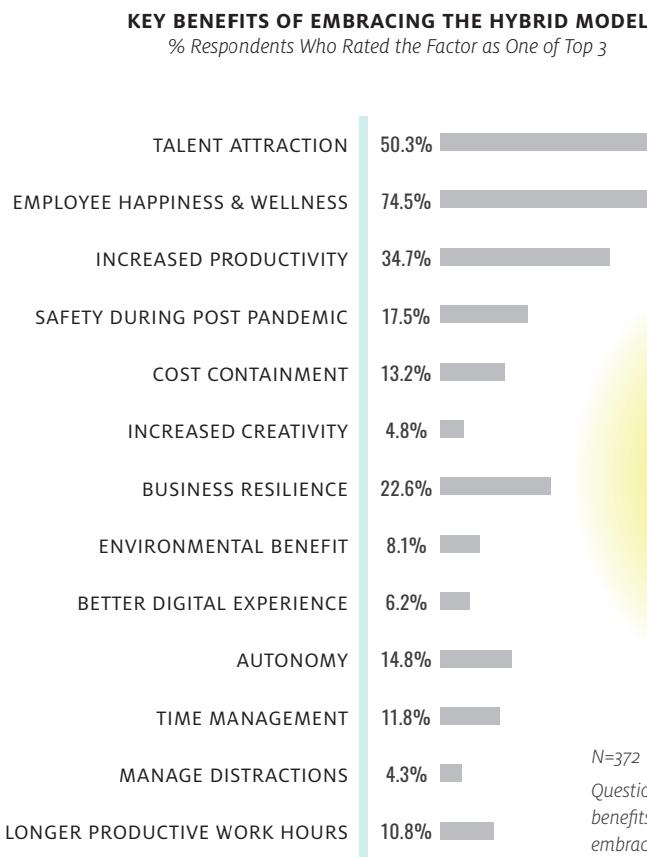
Question: In the long term (next 3-5 years), what is the preferred or emerging mode of working in your organization?



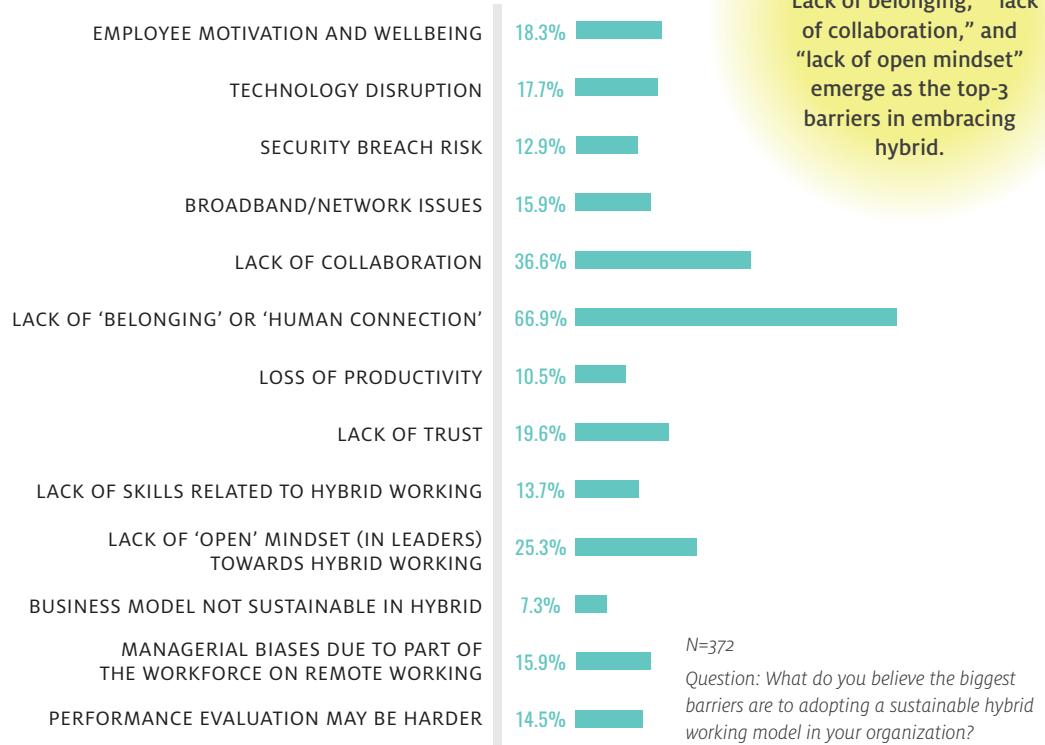
More than 28% of the respondents in ANZ see “complete flexibility” as the emerging work mode. This is much higher than the pan-Asia Pacific number of 18%.

# WORK 3.0 CONTEXT

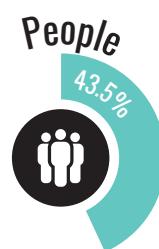
## Australia & New Zealand



Much like the rest of Asia Pacific, “employee happiness,” “talent attraction,” and “increased productivity” emerge as the key benefits of embracing hybrid in ANZ.



“Lack of belonging,” “lack of collaboration,” and “lack of open mindset” emerge as the top-3 barriers in embracing hybrid.



**Question:** Rank the following factors that influence leader success in the hybrid working environment in terms of their importance.

Much like the rest of Asia Pacific, respondents from ANZ feel that the success of hybrid work environment centres on organization culture and people dynamics.

# WORK 3.0 PREPAREDNESS

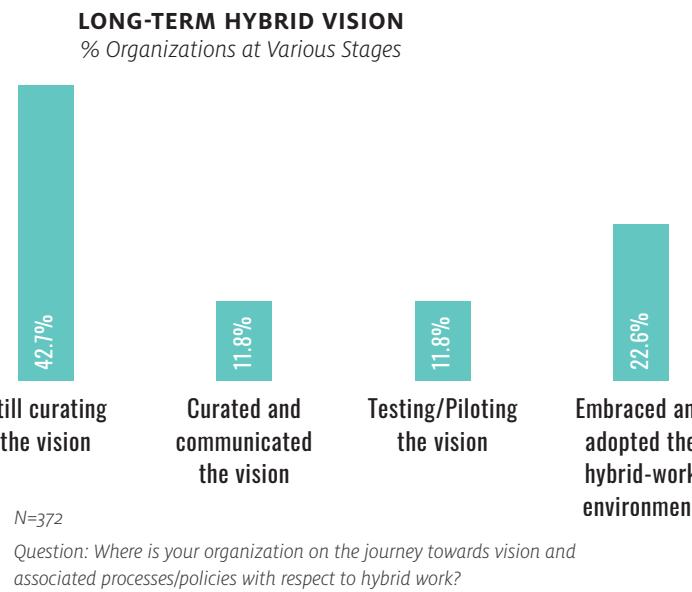
## Australia & New Zealand



Data suggests that ANZ is better prepared to embrace hybrid work environment as compared to most other countries in Asia Pacific. 84.2% of respondents in ANZ feel their organization is prepared for hybrid, as against 74.3% pan-Asia Pacific.



As against 20.5% organizations pan-Asia Pacific reporting lack of hybrid work vision, only 11% of organizations in ANZ fall in that bracket.



## MUST-HAVE ELEMENTS OF ORGANIZATION CULTURE

% Respondents Who Selected the Culture Element as One of Top 3



N=372

Question: What are the key elements of organization CULTURE for creating the "right" environment for leaders to thrive in a hybrid team?

# LEADER RESPONSE TO WORK 3.0

## Australia & New Zealand



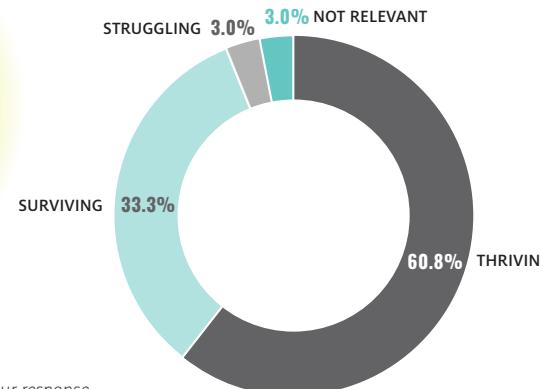
At 60.8%, more leaders are thriving in ANZ in the hybrid world as compared to most other nations in Asia Pacific.

N=372

Question: How would you describe your response to the current hybrid work environment?

### LEADER RESPONSE TO THE HYBRID WORLD

% Respondents Who Selected the Option

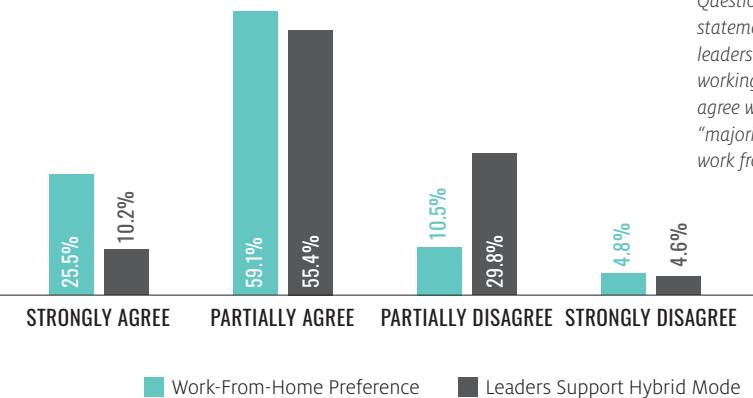


### EMPLOYEE PREFERENCE & LEADER SUPPORT

% Respondents Who Selected the Option

N=372

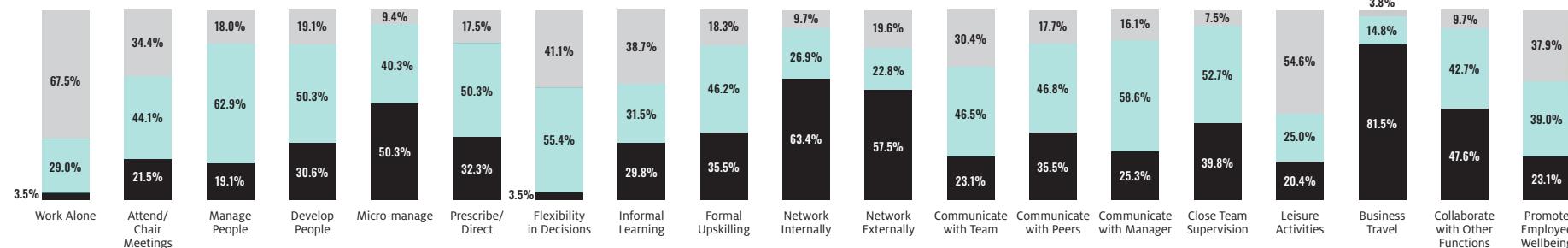
Questions: Do you agree with the statement that the "majority of leaders are fine with their teams working in hybrid mode?" Do you agree with the statement that "majority of employees want to work from home?"



### WHAT ACTIVITIES ARE LEADERS ENGAGING IN?

% Respondents Engaging More/Less/Same-Level in Activities

■ Less-of      ■ Same      ■ More-of



While "work alone" and "leisure" are two activities leaders in ANZ are most engaging in, "internal," "external networking" and "business travel" activities have been most severely hit.

N=372

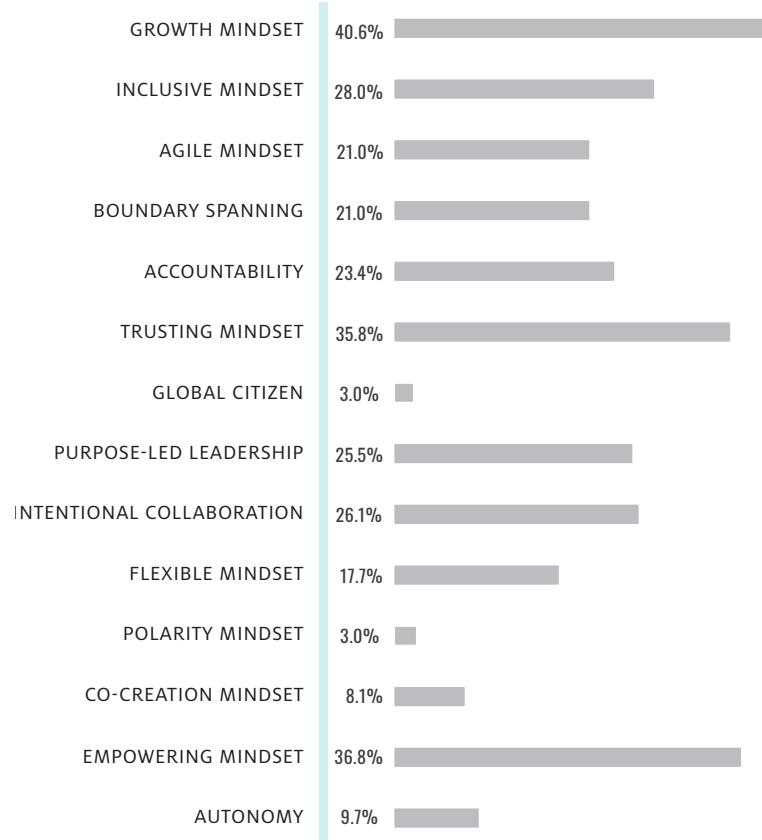
Question: What are you doing 'less-of', 'same-as-before' or 'more-of' in a hybrid work environment?

# WORK 3.0 MINDSETS & ATTRIBUTES

## Australia & New Zealand

### MINDSETS OF A ROCKSTAR HYBRID LEADER

% Respondents Who Selected the Option as One of Their Top 3

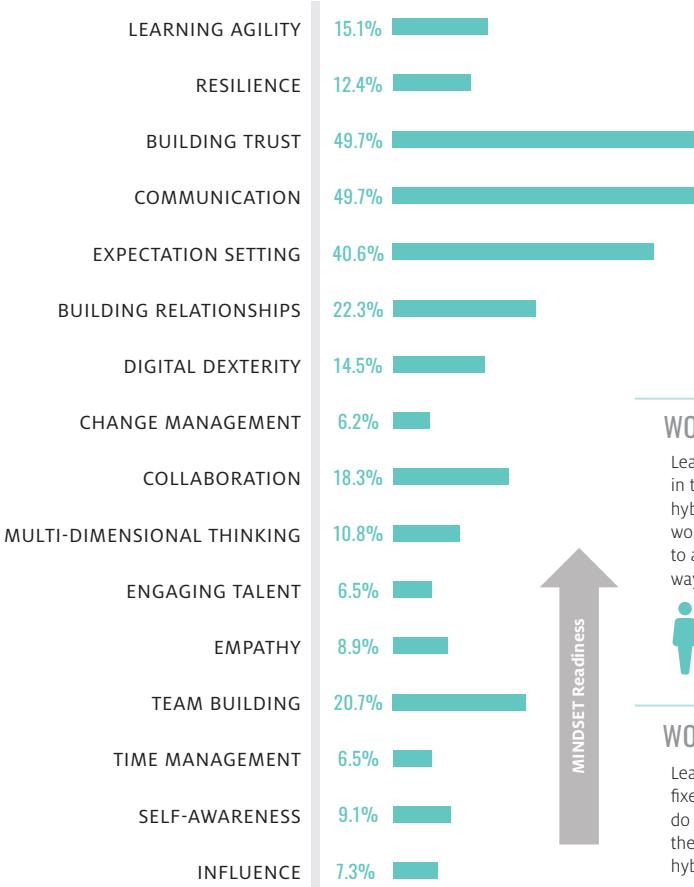


N=372

Question: What are the elements of a must-have MINDSET to succeed in a hybrid work environment?

### ATTRIBUTES OF A ROCKSTAR HYBRID LEADER

% Respondents Who Selected the Option as One of Their Top 3



N=372

Question: What SKILLS must leaders develop/polish to thrive in a hybrid work environment?



At 45.2%, there are more "work champions" in ANZ as compared to the Asia Pacific average of 41.6%.

### FLAVORS OF WORK 3.0 LEADERS

% Respondents Who Rated Their Peers on Skill and Mindset Readiness

#### WORK 3.0 HOPEFULS

Leaders who believe in the power of hybrid, but are working on their skills to align with the new ways of work.



19.4%

#### WORK 3.0 CHAMPIONS

Leaders who have embraced the hybrid work model and champion it internally.



45.2%

#### WORK 3.0 LAGGARDS

Leaders with a fixed mindset who do not "buy-in" to the concept of hybrid work.



14.2%

#### WORK 3.0 SKEPTICS

Leaders who have skills such as communication, and learning agility, but are not fully convinced of the efficacy of the hybrid work model.



21.2%

SKILL Readiness

N=372

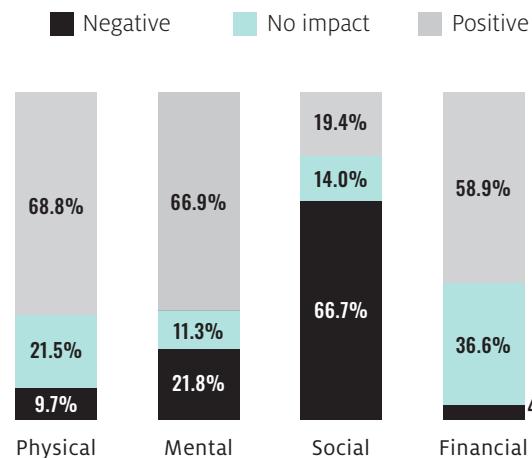
Question: My colleagues and peers have the 'right' set of skills and mindset towards hybrid work environment?

# WORK 3.0 IMPACT

## Australia & New Zealand

### IMPACT OF HYBRID ENVIRONMENT ON LEADER WELLBEING

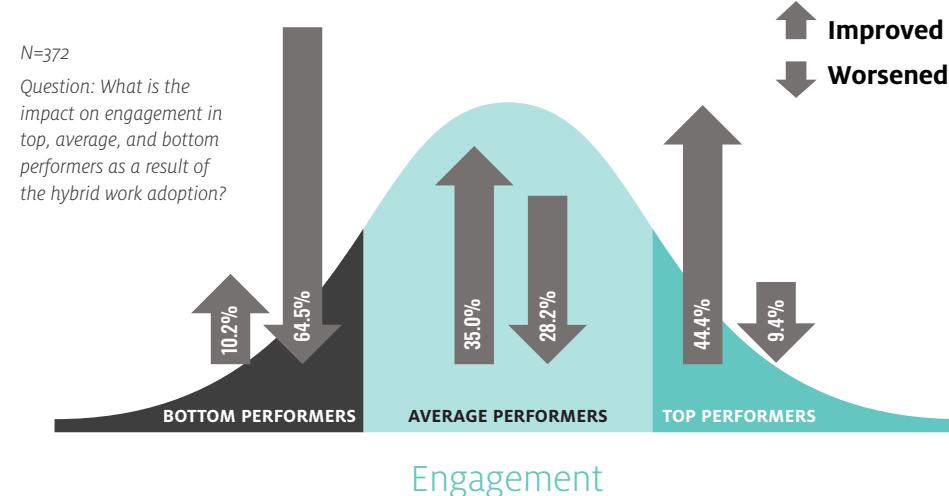
% Respondents Who Selected Nature of Impact



N=372  
Question: What is the impact of the hybrid work environment on physical, mental, social, and financial aspects of employee wellbeing?

### IMPACT OF HYBRID MODEL ADOPTION ON EMPLOYEE ENGAGEMENT

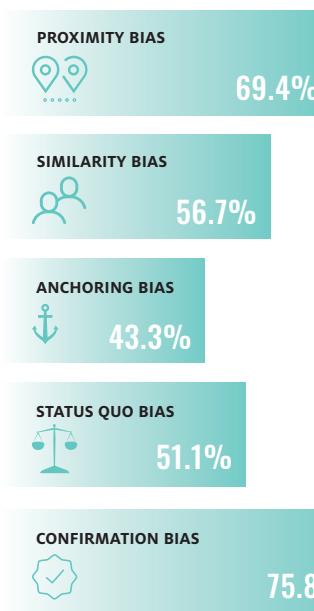
% Respondents Who Selected the Option



Engagement

### BIASES AT PLAY IN THE HYBRID WORLD

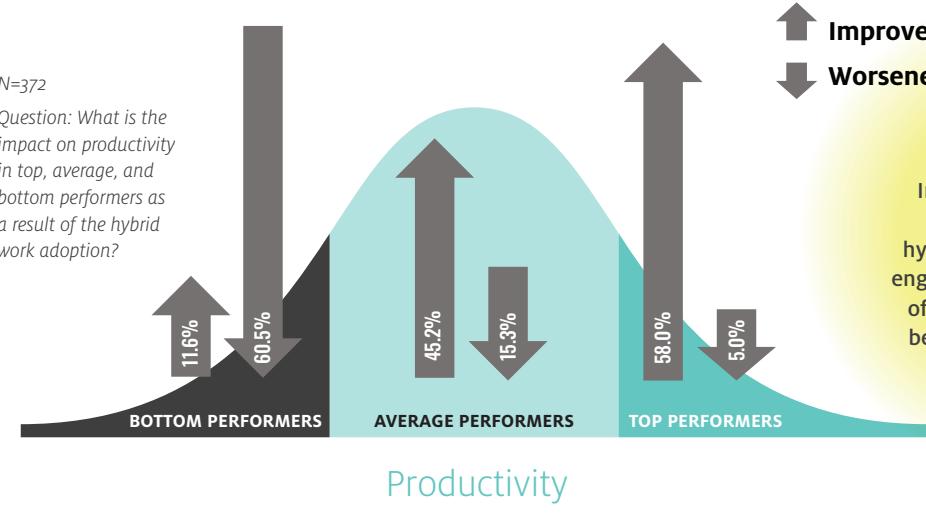
% Respondents Who Selected the Option as One of Their Top 3



N=372  
Question: What cognitive biases, according to you, are more prevalent in a hybrid work environment?

### IMPACT OF HYBRID MODEL ADOPTION ON EMPLOYEE PRODUCTIVITY

% Respondents Who Selected the Option



Productivity



In ANZ, just like the rest of Asia Pacific, while hybrid model adoption lifts engagement and productivity of top performers, it hurts below-average or "bottom performers."

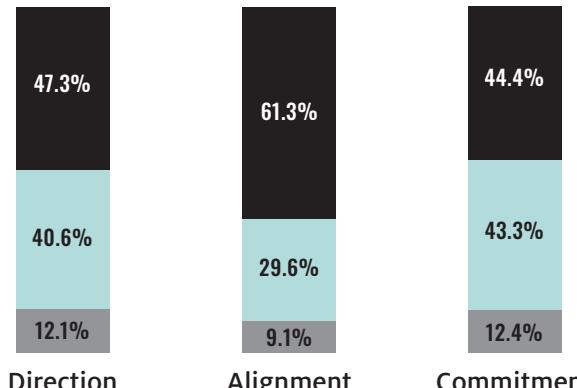
# WORK 3.0 IMPACT

## Australia & New Zealand

### DIRECTION, ALIGNMENT, COMMITMENT SETTING IN A HYBRID WORK ENVIRONMENT

% Respondents Who Selected the Option

■ Easier to Accomplish ■ Same as Before ■ Harder to Accomplish

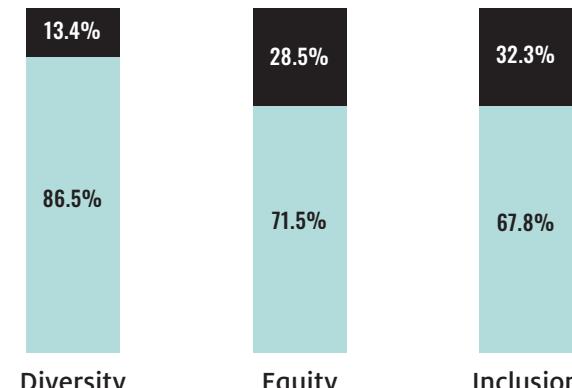


N=372  
Question: What, according to you, is the impact of hybrid work environment on setting the Direction, Alignment, Commitment in an organization?

### IMPACT OF HYBRID MODEL ON DIVERSITY, EQUITY & INCLUSION

% Respondents Who Selected the Option

■ Improved ■ Worsened



N=372  
Question: What is the impact of hybrid/virtual work environment on diversity, equity, inclusion?



Just like the rest of Asia Pacific region, hybrid adoption has a net-positive impact on diversity, equity and inclusion in ANZ.

## 10 TAKEAWAYS

1. ANZ data suggests that, quite like the rest of Asia Pacific, expectation from employees to work 100% from the office/onsite has reduced drastically, from 35% pre-Covid to just 4% in the post-Covid period.
2. The hybrid work model is likely to emerge as the most favored option in the near future, with 56% respondents opting for it. Just 8.1% of the respondents predict that staff will be back fully onsite in the next 3-5 years.
3. Respondents note that while employee wellness (74.5%), talent attraction, and increased productivity are the key benefits of embracing WORK 3.0/hybrid mode, 66.9% also highlight that "lack of belonging or human connection" could be the biggest derailer organizations need to guard against.
4. Leaders note that organizational culture and people factors outweigh technology & tools, processes,
5. and workplace design in driving a successful WORK 3.0 environment. More than 82% respondents rate organization culture and people as the "most important" success drivers.
6. Individual leaders feel much more prepared for WORK 3.0 as compared to their organizations. While 60.8% of respondents in ANZ feel they are "thriving" in the hybrid work environment, only 26.1% claim that their organizations are "fully prepared." 22.6% of the surveyed respondents shared that their organizations have completely embraced and adopted the hybrid work environment.
7. As organizations in ANZ embrace WORK 3.0, openness & transparency, collaboration, outcome orientation, psychological safety, and accountability emerge as the top 5 must-have organization culture elements.
8. WORK 3.0 impacts employee engagement and productivity. While it lifts engagement and productivity of top and average performers in ANZ, it has a net-negative impact on the below average or "bottom" performers.
9. WORK 3.0 environment has a mainly positive influence on employees' physical, mental, and financial wellness. It however has a negative influence on social wellbeing, with 66.7% respondents underlining the risk.
10. Leaders in ANZ claim that while a hybrid work environment may encourage proximity, confirmation, and similarity bias, it generally helps the diversity-equity inclusion agenda.

# HOW CCL CAN HELP?

## LEADING HYBRID TEAMS PROGRAM

- ✓ Leading in a hybrid workplace requires putting your people first.
- ✓ Center for Creative Leadership (CCL) approach focuses on developing the critical leadership skills needed to help you create a thriving hybrid workplace.

### WHY LEADERS NEED HELP?

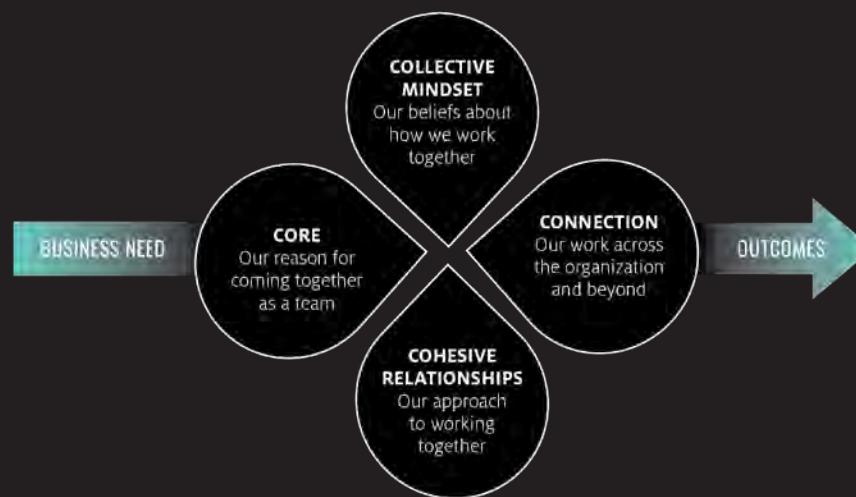
Leading a team can be challenging in any circumstance. Leading in the new, more complex, and dynamic hybrid workplace environment raises the difficulty level as well as the stress.

A major shift is underway right now, fundamentally altering when, where, and how work occurs. As organizations adjust to today's new hybrid workplace, **collaboration among team members who aren't co-located** is emerging as the primary way of getting things done.

Effective hybrid workplace leadership requires building cohesion among colleagues working together from disparate locations, fending off burnout, being intentional about inclusion, and strengthening shared culture.

### CCL APPROACH

- ✓ Our approach to hybrid workplace leadership **puts people first** and focuses on building self-awareness, emotional intelligence, conversational skills, and psychological safety.
- ✓ We also **help develop team and group leadership skills** to create strong work alliances, powerful cross-team networks, and intentional organizational cultures where individuals and teams can thrive — regardless of where their work happens.
- ✓ We help **equip team leaders for the challenges of leading in the hybrid workplace with research-based, hands-on solutions** that can be used directly with their work teams.
- ✓ Our **human-centered development solutions** — available both virtually and in-person — can help you strengthen hybrid leadership at your organization, bolster conversations and connections, strengthen organizational culture, and improve business outcomes.



TO LEARN MORE ABOUT THIS TOPIC OR THE CENTER FOR CREATIVE LEADERSHIP'S PROGRAMS AND PRODUCTS, PLEASE CONTACT

**Singapore office:**

+65 6854 6000 | [ccl.apac@ccl.org](mailto:ccl.apac@ccl.org)

**India office:**

+91 124 451 8600 | [cclindia@ccl.org](mailto:cclindia@ccl.org)

**China office:**

+86 21 6881 6683 | [ccl.china@ccl.org](mailto:ccl.china@ccl.org)

# ACKNOWLEDGMENTS

Center for Creative Leadership (CCL) thanks the 2,170 leaders across Asia Pacific for participating in the Hybrid Leadership survey and sharing their inputs, and 27 senior executives for graciously sharing their stories, insights, and thoughts during research interviews.

The Center is also indebted to the 15 pan-Asia Pacific research consortium partners: The American Chamber of Commerce in Singapore, AsiaHRM (Hong Kong), CARROT Global (South Korea), Institute of Corporate Directors Malaysia, Institute of Corporate Directors (Philippines), Intercontinental Institute of HR Management (Sri Lanka), Japan Association for CHROs, Kestria, LinkedIn, Prasetya Mulya Executive Learning Institute (Indonesia), Sasin School of Management (Thailand), Singapore Human Resources Institute, The Society for Human Resource Management (APAC), Talentnet (Vietnam), and XED Space (Australia and New Zealand).

## AUTHORS

### **Sunil Puri**, Senior Director and Head of Research, APAC

Sunil Puri is Asia Head of Research and Product Development at the Center for Creative Leadership. He is a seasoned leadership and human capital researcher and thought leader with more than 20 years of experience across large global organizations. Sunil has authored several research studies, including *The Global Asian Leader: From Asia, For the World, BOLD 3.0: Future Fluent Board Leadership in Asia, Imagining Asia 2030: Future Fluent Asian Leader, Architecting Future Fluent Culture: Critical Role of Human Resources (Asia Study), Global Asian Leader: From Local Stars to Global CXOs, CHRO 3.0: Preparing to Lead the Future HR Function in Asia, HR Leadership Skill Points, and Developing Next Generation Indian Business Leaders: The Keys to Success*. In 2015, he co-edited a book titled *Human Capital Insights: Inspiring Practices from Asia, for Asia*. Sunil is an alumnus of the Indian Institute of Technology (IIT), Delhi, and the Indian Institute of Management (IIM), Ahmedabad.

**Anand Chandrasekar**, Leadership Solutions Specialist and Societal Advancement Lead, APAC  
N. Anand Chandrasekar is the Leadership Solutions Specialist and Societal Advancement Lead (APAC) at the Center for Creative Leadership. Based in Singapore, Anand partners with CCL colleagues and clients to identify leadership needs, design and deliver leadership development solutions, articulate leadership solution outcomes, and evaluate the solutions for impact and improvement. Anand conducts relevant and cutting-edge research on a variety of topics related to leadership development. Anand holds a Ph.D. in International Management from the University of Hawaii at Manoa, an M.Bus. degree from Nanyang Technological University, Singapore, and a B.E. degree in Electrical and Electronics Engineering from the University of Madras.



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**The Institute of Corporate Directors** (ICD) is a non-stock, not-for-profit organization dedicated to the professionalization of Philippine corporate directorship by raising the level of corporate governance policy and practice to world-class standards. It is the leading institution in the field of corporate governance in the Philippines, composed of over 300 professional directors practicing ethical governance and is the officially designated Domestic Ranking Body for the ASEAN Corporate Governance Scorecard (ACGS).

[www.icd.ph](http://www.icd.ph)



**Intercontinental Institute of Human Resources Management (Pvt) Ltd** (IIHRM) is the leading Human Resource and Organizational Development Centric Management Consultancy House, incorporated in the Democratic Socialist Republic of Sri Lanka, with experienced consultants. Our consultants continue to transform businesses across the seas, influencing over 45 nationalities, with exposure in 27 countries in 4 continents.

[www.iihrm.biz](http://www.iihrm.biz)



Japan Association for Chief Human Resources Officers

**The Japan Association for CHROs (JACHRO)** is the only organization in Japan that trains and supports CHROs by obtaining the latest information on management, organization, and human resources, conducting surveys and research, and providing various educational opportunities, in cooperation with various organizations and companies in Japan and abroad. In cooperation with its sister organizations, the Japan Association for CFOs and CLOs, JACHRO is improving the overall sophistication of corporate functions.

[www.jachro.jp](http://www.jachro.jp)



**Kestria** is a global professional alliance of executive search firms, united in their commitment to support clients in sourcing and retaining key leadership talent. Our partners are as culturally and geographically diverse as our clients. Located in 40+ countries, 90+ cities on six continents, Kestria has the footprint and agility needed to serve multinationals and SMEs with dedication and a personal touch. We've successfully completed 40,000+ searches for over 4,000 clients, serving everyone from game-changing start-ups to major global players. Ranked as the world's largest retained executive search alliance in terms of geographical coverage, Kestria is fluent in finding leaders.

[www.kestria.com](http://www.kestria.com)



**LinkedIn** connects the world's professionals to make them more productive and successful, as well as transforms the way companies hire, market, and sell. Our vision is to create economic opportunity for every member of the global workforce through the ongoing development of the world's first Economic Graph. LinkedIn has more than 850 million members and has offices around the globe.

[www.linkedin.com](http://www.linkedin.com)



**Prasetiya Mulya Executive Learning Institute** (prasmul-eli) is an Indonesian institution that provides human capital development services. As part of this service, prasmul-eli designs and implements customized learning programs for companies. As part of its solution for business professionals, prasmul-eli also offers open programs, certificate programs, and assessment and consulting services. This service, which was launched in 1982, continues to grow and currently serves many large companies in Indonesia.

[www.prasmul-eli.co.id](http://www.prasmul-eli.co.id)



**Sasin Center of Excellence** is a research-oriented unit at Sasin School of Management of Chulalongkorn University (Thailand) aiming to produce and disseminate knowledge for advancing management education with an Asia-Pacific focus. Sasin was the first AACSB and EQUIS accredited business school in Thailand. In 2019, The Times Higher Education / Wall Street Journal ranked Sasin #43 in the world for 2-year MBA programs, the only business school in Southeast Asia to feature in this ranking.

[www.sasin.edu](http://www.sasin.edu)



As the leading professional HR body in Singapore, **Singapore Human Resources Institute** (SHRI) is dedicated to empowering human capital in tandem with nation-building efforts since Singapore's independence in 1965. We commit to advocating HR best practices, connecting a community of HR professionals and enhancing the HR profession. Our actions are driven by our membership and events for the community, human capital training to upskill the profession, and consultancy and customized corporate training for organizations.

[www.shri.org.sg](http://www.shri.org.sg)



The **Society for Human Resource Management** is the world's largest professional human resources membership association. As the voice of all things work, workers, and the workplace, SHRM is the foremost expert, convener, and thought leader on issues impacting today's evolving workplaces. Headquartered in Virginia, United States, SHRM has solidified its presence across APAC and MENA. With 312,000+ members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.

[www.shrm.org](http://www.shrm.org)



**Talentnet** is acknowledged as the leading HR consulting firm in Vietnam, with nearly 20 years of experience in the labor market. Talentnet is passionate about contributing to a better working life for employees through professional HR solutions designed to meet the diverse needs of multinational and Vietnamese companies. Local understanding enhanced by international methodologies as well as solid experiences with more than 1000 clients have given Talentnet greater insights and bespoke approaches to business goals and visions.

[www.talentnet.vn](http://www.talentnet.vn)



**XED Space Australia/New Zealand** was founded to solve business leaders' trickiest problems, and to grow a tribe of fanatics who believe that leaders should make a difference in their respective worlds of work and community. All our work is powered by the 50 years of leadership research and program design from the Center for Creative Leadership.

[www.xedspace.com.au](http://www.xedspace.com.au)



The Center for Creative Leadership (CCL)® is a top-ranked, global, nonprofit provider of leadership development. Over the past 50 years, we've worked with organizations of all sizes from around the world, including more than 2/3 of the Fortune 1000. Our cutting-edge solutions are steeped in extensive research and our work with hundreds of thousands of leaders at all levels.

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