

Redefining Leadership: Competing in Asia in the 21st Century

By Gerry Davis, Stephen Langton

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As chairman of a company operating across borders and cultures in the Asia Pacific, it is a pleasant surprise to read some truly informed insights into the leadership challenges faced in this most exciting part of our globalized world. As Gerry and Stephen point out, businesses operating in the Asia Pacific region can only be “better led” if they have solid succession strategies in place. They need to benchmark their executive teams against the world’s best and to ensure their internal talent pipeline is well-developed.

Graham Kraehe
Chairman, BlueScope Steel

The tenure of Asian CEOs tends to be much longer than their Western counterparts. I believe it allows them to take a longer term and more strategic view of the business. The authors of *Redefining Leadership* draw upon the experiences of Asian business leaders and highlight how business decision makers of the 21st century can lead themselves—and lead others.

Koh Boon Hwee
Chairman, DBS Bank Ltd.

Insightful, penetrating and exceptionally relevant! *Redefining Leadership* is the de facto handbook for any business leader—especially with the enormous sea change we are experiencing globally, as well as in Asia Pacific.

Jim Bemowski
CEO and Vice Chairman, Doosan Corporation

This is a must read for every professional, particularly in today’s turbulent times! The authors outline key competencies and attributes every corporate executive must develop, in order to successfully lead themselves and others toward greatness.

Satish Kulkarni

Managing Director, Owens-Corning (India) Limited

Authority does not make you a leader. It gives you the opportunity to be one. This book gives anyone who has been thrust into any leadership role unflinching and candid insights into the personal challenges confronting Asia's directors and entrepreneurs today.

Eddie Teh
Group Chief Executive Officer, PSA International Pte. Ltd.

As companies globalize their operations, we have often heard the mantra "think global, act local." That works reasonably well for strategy and processes. Ironically, when it comes to sourcing senior business leaders from Asia, the challenge is to find individuals who can act (and lead) globally, while contributing their diversity (think local). *Redefining Leadership* truly resonates with our times, by addressing how different companies in the region tackle such issues.

Tan Chong Meng
Executive Vice President, Global Business to Business, Shell Eastern Petroleum (Pte.) Ltd.

Reviewed from a historical perspective, many great companies were born in times of crisis. Unconventional farsightedness and innovative strategies made it possible for companies to develop by leaps with incomparable advantages and to take the leading positions in their respective industries. This book talks about the visionary leadership we need today and I am quite sure it will bring inspiration to company leaders.

Prof. Lu Xiongwen
Dean of Fudan School of Management

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Editorial Review

From the Inside Flap
Redefining Leadership is one of the first books delving into the topic of corporate leadership for the Asia Pacific region. The authors, Gerry Davis and Stephen Langton, both seasoned in the domain—look at the rising importance of Asia, and how it is bound to become the center of strategy for any multinational corporation,and any would-be executive, in the world. The book is intended for readers who want to understand the importance of people and interpersonal skills in driving business and career success.

For those starting their career climb, ***Redefining Leadership*** is organized to help understand what it takes to get to the top job. It looks at how stalwart positions at the top of the company—such as the chief executive, financial and operating officer (CEO, CFO and COO)—are changing, and how new positions such as chief intelligence officer, chief marketing officer and chief human resources officer are bringing needed expertise to the boardroom.

Also included are insights into the markets and trends that will shape the future, such as:

- the growing domestic and international economic might of China and India;
- the challenges of leading an organization with employees across multiple generations and a wide variety of skill sets; and
- the expanding leadership gap the world over—which must, inevitably, be filled by a new generation of global business leaders born in Asia.

Finally, ***Redefining Leadership*** touches on the need for a multinational mind-set that is crucial for companies and executives to succeed. As international barriers to workforce mobility decline, the net to catch exceptional employees must be spread across national borders. Advice, analysis and improvement of management practices for domestic and multinational executives—that will become a constant and continuous part of staying competitive in the Asian marketplace.

About the Author
Gerry Davis, *Managing Partner, Global Practices & Regional Managing Partner, Asia Pacific Heidrick & Struggles.*

Gerry is responsible for leading and shaping Heidrick & Struggles' client facing activities and initiatives. He was previously regional managing partner, Asia Pacific, where he led the region through a period of unprecedented growth to assume clear market leadership. Earlier, Gerry led the CIO, Technology and Professional Services Practices in Asia Pacific.
Beginning his career as an officer in the Royal Australian Navy, Gerry went on to work with consulting and technology businesses in Australia, the Asia Pacific and the United Kingdom. He became the managing director of a leading Australian Internet company, and before joining Heidrick & Struggles, was executive director at an international executive search firm.
Gerry has a Master of Commerce from the University of New South Wales, and an MBA from the University of Washington.

Stephen Langton, *Global Practice Managing Partner, Leadership Consulting Heidrick & Struggles.*

Stephen has led major succession planning, management audit and leadership development programs for the world’s leading organizations. He has been responsible for the development of more than 20 CEOs and C-suite teams covering a range of sectors including banking,technology and entertainment.
Earlier, Stephen was director at a leadership consultancy working on projects in China, Hong Kong, Korea, Singapore, India and Japan. He began his career in executive search with Amrop International in Sydney in 1996. Prior to his career in business, Stephen served 10 years as an offi cer and pilot in the British Army. Stephen has an MBA from the Australian Graduate School of Management and is a guest lecturer at Queensland University.

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