



Moblely Group Pacific

Newsletter

Talent Assessment . Executive Coaching . Organizational Culture

2009 May

Fully Energizing Your Leadership Team

MGP recently partnered with a multinational company in the specialty chemical industry with a wide application in consumer and industrial products. Recently, their business has experienced a significant decrease in revenue and profit margin; less than 50% of their targeted amount. Meanwhile, global headquarters has been putting a lot of pressure on the AP region, particularly around China, to bring success through this period of economic uncertainty. Besides all of the external issues, the core team was also experiencing some internal frustration internally. For example, people seemed more focused on their own business, and collaborative sessions were lacking their due attention and follow up. In addition, there was some interpersonal tension that surfaced as team members began to communicate their frustration with each other directly to the CEO.

In facing these issues, a three day meeting was planned to address the performance gaps while engaging each other for an open and constructive conversation about the key issues. The Asia Pacific leadership team was composed of business unit executives and function heads covering China, India, Korea, Japan, Singapore, and Malaysia as well as countries in other regions. The first day of the workshop was designed to address leadership style and team dynamic issues, with the following two days focusing on the business action plans.

To support the workshop, MGP conducted a team analysis around the Hogan Assessment profile of the entire leadership team. Individual feedback was delivered prior to the workshop. The team analysis results brought out a very engaging discussion around the key problems, as the following characteristics were very clearly indicated:

- *Highly driven and risk taking team members, willing to take challenges but who can be tough minded, and not easily convinced by others;*
- *Tend to drive their own agenda particularly when under stress,*
- *Collectively very creative and fast moving; may not spend sufficient time bringing people on board before moving forward; This tendency was causing some tension between HQ and the region, especially in a matrix structure;*
- *A team composed of members who were extremely data driven, except the CEO. They discovered why messages were being lost in communication with him.*



The team was encouraged to reflect on their collective challenges. These challenges were presented through team exercises and confirmed by the data. The team gained a much better understanding of how to best utilize their strengths while identifying a more effective approach toward engaging each other when different agendas and opinions are in consideration. As a result, they agreed upon certain behaviors that should be modified when dealing with similar scenarios.

To make the whole workshop more actionable, each executive was also encouraged to share some of the take-away from their own leadership feedback in an open discussion setting. Although there was initially some concern around whether people would feel comfortable in sharing their profiles, these concerns were overcome through an agenda specifically designed to maximize comfort, leaving personal sharing for the very end. Everyone felt it was a very rewarding experience to have a safe platform that enabled them to open up to others and also learn from the rest of the team's. Overall the workshop was very well received and set a great tone for the following two days of the business meeting. Most importantly, many of them now feel they are really working together as a team instead of just by themselves.

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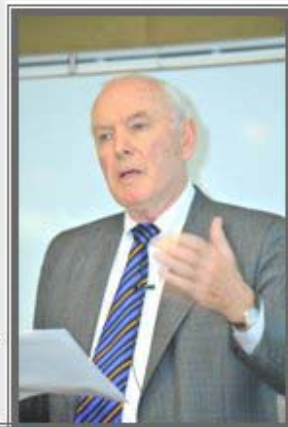
Hong Kong

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Dr. Robert Hogan Speaks at MGP/ HKUST Event

On his recent trip to **Hong Kong**, Dr. Robert Hogan, President of Hogan Assessment Systems, took time out to speak to current and future business leaders during an MGP sponsored event at HKUST. The topic was personality, values and employee engagement. At the beginning of his forty-five minute interactive presentation, Dr. Hogan reviewed the theories pertaining to the psychological conditions that enhance engagement; mainly trait, state and behavioral engagement. Insightful and enlightening, he transitioned into addressing leadership behaviors, grounded in personality, which either foster or discourage engagement. Team values, as well as organizational culture are surely related. And not only did he explain the research that has contributed to understanding these factors, but also how Hogan Assessments can help an organization capitalize on the strengths of their talent while avoiding likely pitfalls.



In the end, Dr. Hogan concluded that true engagement must be grown organically—from the top down. To create an engaged (and less cynical) workforce, senior management must foster a culture that values engagement. Assessing personality and values at all organizational levels can facilitate this process. Audience members, all of whom were invited to take a complimentary trial of the Hogan Assessment suite, were also granted the opportunity to participate in a Q&A session with this well respected psychologist and researcher.



This rare chance to have face-to-face conversations with a pioneer of personality assessment was truly valued by all in attendance. As an added bonus, the first three who posed a question went home with an autographed copy of Dr. Hogan's book, *Personality and the Fate of Organizations*, provided by MGPI.



MGP Announcements

The China and Europe International Business School (CEIBS) Management Committee has awarded of the title of "Professor Emeritus" to Dr. William Mobley in recognition of his dedication and honorable service.



Dr. Lily Li successfully defended her dissertation and Completed the requirements for her Ph.D. in April 2009. Congratulations!



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Shanghai

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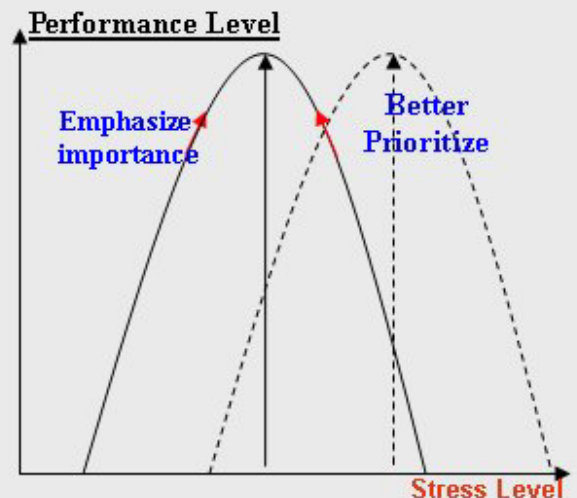
CEO Breakfast—Managing The Right Stressors In Times Of Uncertainty

On April 24th, MGP **Shanghai** hosted a CEO breakfast among 10 distinguished CEOs, Managing Directors and GMs from multinational organizations in various sectors. Dr. Tak Chan facilitated the discussion around stress management and how to engage the right stressors in better dealing with the current situation and economic challenges.



Key highlights through the discussion:

- Effectively manage the HQ expectations to prevent overly positive forecasts or overly negative reactions;
- Effectively support the staff through communication, and timely response, which are critical to helping them effectively manage ambiguity
- Make an effort to be sensitive to others' stress, and try to modulate the stress level of subordinates to help them achieve optimal performance
- Filter the noise, focus and set the right priorities.



Overall, the discussion was very enlightening with many great insights and ideas shared around the table.

For more information about similar upcoming events in Shanghai; please contact Lily Huang at LilyH@MoblelyGroupPacific.com in Hong Kong; please contact Eunise Lam at EuniseL@MoblelyGroupPacific.com

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Upcoming Events

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Upcoming Events of MGP Hong Kong

<u>Date</u>	<u>Topic</u>	<u>Facilitator(s)</u>
18th May, 2009	Stress Management Seminar	Dr. Clara To
18th - 19th June, 2009	Hogan Certification Workshop	Dr. Tak Chan
*July, 2009	HR Breakfast Roundtable - Denison Intro about Change management	Dr. Clara To
*Q3, 2009	Assessor Training	Dr. Clara To Ms. Grace Poon
*Q3, 2009	Talent review program using HPI & MVPI	Dr. Clara To Ms. Grace Poon

For more information on these events; please contact Ms. Shirley Leung at ShirleyL@MobleyGroupPacific.com / Ms. Eunise Lam at EuniseL@MobleyGroupPacific.com

Upcoming Events of MGP Shanghai

<u>Date</u>	<u>Topic</u>	<u>Facilitator(s)</u>
19th May, 2009	CEO Breakfast in Beijing	Dr. Bill Mobley Dr. Tak Chan Dr. JA Cook Ms. Nancy Zhang
21st May, 2009	HR Roundtable --- Selection of Executives for a Regional or Global Role	Dr. Lily Li
26th May, 2009	Hogan Learning Session	Ms. Nancy Zhang Mr. Michael Sanger
*June, 2009	HR Roundtable - Denison Intro about Change management	Ms. Nancy Zhang
*Q3, 2009	Hogan Certification Workshop	Ms. Nancy Zhang / Dr. Tak Chan

For more information on these events; please contact Mr. Michael Sanger at Michaels@MobleyGroupPacific.com / Ms. Lily Huang at LilyH@MobleyGroupPacific.com

REMARKS:

* Further details will be announced later.

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