



# BoardAsia

SPRING 2009

A NEWSLETTER FOR MEMBERS OF THE CONFERENCE BOARD IN ASIA

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## Risk Management Council Launches in Asia-Pacific

**T**he Asia-Pacific Risk Management Council held its inaugural meeting in December 2008 in Hong Kong.

This new council provides senior executives in charge of enterprise risk management in Asia-Pacific with invaluable opportunities to exchange experiences and gain insights into new risk management initiatives. Rainer Schultheis, executive fellow and program director of the Asia-Pacific Chief Financial Officers Council is the council's program director.

Ellen Hexter, head of The Conference Board Enterprise Risk Management Program, presented recommendations from The Conference Board's recent research, including:

- tone at the top
- active involvement of Board of Directors
- integration of reputation risk management with ERM
- demonstration of links between actions and reputation
- quantification of value of reputation
- enhancement of crisis management capabilities
- use of employees as corporate ambassadors
- study of social networking and new media development
- building of relationships with key stakeholders



**Rainer Schultheis** Program Director of the Asia-Pacific Risk Management Council

Abi Hashani, regional director of The Conference Board Asia-Pacific, launched the first roundtable discussion on managing risk in Asia-Pacific, presented by Hugh Gozzard, principal of risk enterprise service, Deloitte. Dane Chamorro, director of corporate investigations and regional general manager Greater China/North Asia, Control Risks, led a discussion on ethics, corporate conduct, and reputation. Participants then shared their personal experiences and insights on the topic in a concluding roundtable before setting the future council agenda.

**Next Meeting** April 27-28, 2009, Singapore

To find out more about this council, please contact Adrian Lui, council coordinator, at [adrian.lui@conference-board.org](mailto:adrian.lui@conference-board.org) or (852) 2804 2776.

THE CONFERENCE BOARD **CONFERENCES AND EVENTS****Responding to Expected Challenges for HR Executives**

Amidst the most testing business environment in a generation, 2009 is set to be extremely challenging for executives responsible for people and organizational needs. Issues of rightsizing and post merger integration will be at the fore, shifting business focus and strategies will require rapid, agile responses from HR, and people-related risks and opportunities must be boldly managed to best position the organization for an upturn in the future.

To help meet these pressing concerns, The Conference Board is hosting HR professional development events in April and May for senior HR executives and business leaders operating in Asia-Pacific and China in particular. Each event offers access to international experts, superior peer networking, and high quality business intelligence to benefit participants and their organizations in both the short and long term.

**Asia-Pacific Human Resources Week 2009**

April 21-23, Hong Kong

Asia-Pacific HR Week 2009 will focus on providing comprehensive business analysis for talent and people management in the context of the current economic situation. We will explore challenges and opportunities, how HR can respond to the shift in business strategy and focus, and how to take a long term view of people and business while managing costs effectively. In addition, we will look at what comes next—how and where do companies need to position themselves to capitalize on the eventual economic upturn?

The event lineup consists of:

- **Talent Management Masterclass**  
*Winning Strategies for Turbulent Times* April 21
- **Asia-Pacific Human Resources Conference**  
*HR Leadership for a Changing World* April 22-23
- **Human Resources Planning Workshop** April 23



One session at Asia-Pacific Human Resources Week 2008



Attendees networking at the conference

For more information on this or other events please contact our event coordinator at [service.ap@conference-board.org](mailto:service.ap@conference-board.org) or (852) 2804 1026.

## THE CONFERENCE BOARD CONFERENCES AND EVENTS

### The 3rd Annual China Human Resources Conference

Human Resources Risk in China — Managing Business Vulnerabilities in Changing Times

May 12-13, 2009, Shanghai

Senior executives from top-performing companies will convene to share their knowledge and views on defining, identifying, evaluating, and mitigating human resources risk in China today. An intensive half-day Pre-Conference Workshop on May 12, 2009, entitled “Are You Reviewing and Assessing Your HR Risk?” will take participants through the essentials of human resources risk in today’s global climate. This is followed by the full-day China Human Resources Conference on May 13, 2009, examining human resources risk in depth through the lens of current circumstances in China. International speakers, expert panelists and peers from around the region will join to discuss key issues, including:

- how we look at human resources risk
- identifying and quantifying risk
- managing human resources risk: the dangers and opportunities
- risk magnitude and probability
- labor in China: the long term trends

These events from The Conference Board are designed to help human resources professionals strengthen their understanding of key issues, gain insight into what lies ahead, and take away high-quality, actionable intelligence that will benefit their organizations both in the short and long term.



The 2nd Annual China Human Resources Conference in Shanghai



Attendees sharing their ideas during the discussion

For more information on this or other events please contact our event coordinator at [service.ap@conference-board.org](mailto:service.ap@conference-board.org) or (852) 2804 1026.

THE CONFERENCE BOARD **COUNCIL NEWS****Asia-Pacific Shared Services Council**

The November 2008 meeting took place at the office of The Royal Bank of Scotland (RBS) in Singapore, under the theme “Business Continuity Planning in Shared Services.” A dinner briefing on disaster recovery was delivered by guest speaker Dr. Marianne Elia, director, shared services development for Maple Leaf Foods. The briefing highlighted the disaster event lifecycle and the top 10 disaster recovery planning challenges, in light of one estimate that 50 percent of firms may go out of business within three years of a major disaster.

The council meeting’s morning events commenced with introductions by Ricardo Manotoc, head of HR shared services, Asia for RBS. Program director Vipin Suri then led the group through presentations and discussions covering business continuity management, including:

- crisis management;
- disaster preparedness in an offshore shared services organization;
- the training of staff with key business continuity roles;
- best practices in business continuity planning (BCP) strategies and procedures; and
- the factors determining success or failure in shared services.

**Next Meeting** May 6-7, 2009, Sydney

To find out more about this council, please contact Alice Lee, council manager, at [alice.lee@conference-board.org](mailto:alice.lee@conference-board.org) or (852) 2804 1029.

**Asia-Pacific Human Resources Council**

The November 2008 briefing hosted by Bank of America in Hong Kong featured a pre-meeting dinner briefing which asked the question, “Why should anyone be led by you?” presented by program director Andrew N. Bell. With a focus on the impact of globalization on business, organization design, and leadership, the council meeting commenced with an overview of the current financial crisis by Ki Myung Hong, president of Bank of America, Asia.

The group then focused on “New Developments in Organization Principles and Design,” a presentation given by Tom Vines, vice president, human resources, growth markets, IBM. Vines shared IBM’s model for organizing around developed and growth markets and explored in-depth alternative models for international assignment packages. Fanny Cheung, professor of psychology, The Chinese University of Hong Kong, then shared her insights on trends in leadership development with a focus on gender and cultural issues, particularly the challenges for women at the top. The next session was led by John Gibbons, senior research associate, The Conference Board, who shared with members the ongoing research that The Conference Board is conducting into evidence-based HR.

The final session, “Engaging and Communication during Crises,” was presented by John Allison, vice president, human resources, Asia-Pacific division, FedEx Express. Some of the key lessons included:

- how to reach more people by going beyond just email and the English language
- consistency not only geographically, but across different mediums and over time
- balancing full disclosure with legal/analyst/media implications

**Next Meeting** April 1-3, 2009, Singapore

To find out more about this council, please contact Caroline Sy, council coordinator, at [caroline.sy@conference-board.org](mailto:caroline.sy@conference-board.org) or (852) 2804 1020.

## THE CONFERENCE BOARD COUNCIL NEWS

## Asia-Pacific Talent, Leadership Development, and Organization Effectiveness Council

“Demographics & Talent Management Trends in China” was the theme of the November 2008 meeting in Shanghai. David Hoffman, managing director of The Conference Board China Centre, began the council meeting with “Dimensioning China’s Talent Environment.” Hoffman presented the macro-economic and historical data, valuable insight, and perspective on China’s talent pool characteristics and trends. The sharp increase in the numbers of university graduates needs to be viewed in the context of the quality of graduates coming into the employment market, he noted, and competition for top graduates continues to be fierce.

Hoffman then gave a special briefing entitled “China: Prospects for Growth in a Global Downturn.” He presented a new Experimental Leading Economic Index for China developed by The Conference Board. He pointed out that cyclical movements of the leading economic indexes for China, the United States, and Europe seem to be converging, with The Conference Board Leading Economic Index™ (LEI) for the United States seemingly leading that of China and Europe. The group then moved on to a discussion of China’s growing talent shortage. A recent report from McKinsey & Company suggests that finding sufficient qualified Chinese executives will continue to be a problem. “Recruiting in China: News from the Frontline” was the final session. An executive from one executive search firm shared insights into the current state of the recruitment market, which is seeing placements decline as companies defer recruitment during the current uncertain times. David Learmond, executive fellow and program director of Asia-Pacific Talent, Leadership Development, and Organization Effectiveness Council for The Conference Board, then wrapped up the council meeting with a group discussion of key themes and council development in 2009.

**Next Meeting** May 6-7, 2009, Hong Kong

To find out more about this council, please contact Caroline Sy, council coordinator, at [caroline.sy@conference-board.org](mailto:caroline.sy@conference-board.org) or (852) 2804 1020.

### Compensation and Benefits Group to Join Asia-Pacific Council Program in 2009

Senior compensation and benefits executives in the Asia-Pacific region will have access to the benefits of The Conference Board Council Program with the launch of a new council group to be launched in the first half of 2009.

The Asia-Pacific Compensation and Benefits Council will provide qualified executives with a forum for discussion of the salaries and benefits of Asia-Pacific personnel including local nationals, other nationals, and expatriates. Members can work through topics together in a confidential setting which allows for a candid exchange of views, experiences, and best practices. Members of the council will consist of senior compensation and benefits executives at Asia-Pacific and other multinational companies.

To find out more about this council, please contact Alice Lee, council manager, at [alice.lee@conference-board.org](mailto:alice.lee@conference-board.org) or (852) 2804 1029.

## THE CONFERENCE BOARD COUNCIL NEWS

**Asia-Pacific Diversity & Work-Life Strategy Council**

Credit Suisse hosted the November 2008 meeting in Singapore. Andrew N. Bell, program director for The Conference Board, gave a pre-meeting dinner briefing on the subject of “Emotional Intelligence / EQ,” and shared research that shows identifiable differences at an aggregated level between men and women in terms of aspects of EQ, but not in total EQ scores.

At the council meeting, Bell discussed the advantages of the roundtable approach to identify issues of particular interest to members. Toni Riccardi, chief diversity officer for The Conference Board, gave an overview of the company’s initiatives, with a subsequent discussion covering drivers in the Asia-Pacific region, developing challenges for members, and ideas for research.



Back row – Left to right: **Aline Boisset** Country Business Manager, Nestlé Nutrition; **Perminder Heer** Director, Strategic Talent Management Asia-Pacific & Middle East, Pitney Bowes; **Katharine Nisbet** Head of Diversity, JAPA region, American Express; **Andrew N. Bell** Program Director, The Conference Board; **John Ho** Global Director, The McGraw-Hill Companies; **Angie Tsai** Regional Director, Organization Effectiveness & Development, APJ, EMC International; **Ran de Silva** Executive Director, Group Diversity, UBS; and **Niki Kesoglou** Regional Head, Diversity & Inclusion, Asia Pacific, Credit Suisse.

Front row – Left to right: **Martin Wharam** CFO Asia, Credit Suisse; **Rhodora Palomar-Fresnedi** Global Head of Diversity, Unilever Asia Pte Ltd; **Julianne Truda** Business Manager – APAC HR, Microsoft Pty Ltd; and **Lim Shoon Yin** Senior Consultant (Asia Pacific), Diversity & Inclusion Practice, Shell Eastern Petroleum (Pte) Ltd.

Kristen English, managing director, TMC Asia Pacific, lead a discussion on facilitation resources for diversity and inclusion (D&I), and looked at the key competencies for training and awareness facilitators. This was followed by an “Engagement” presentation led by Martin Wharam, CFO Asia-Pacific, Credit Suisse, who shared insights into his company’s encouragement of a wide range of diversity and integration initiatives at both an organizational and individual level. This proved an excellent example of how successful organizations must combine both policy and training with clear leadership and role modeling. Ran De Silva, executive director, group diversity, UBS, then spoke about two initiatives taken by UBS which address internal D&I practices and form part of the organization’s community social responsibility contribution. Angie Tsai, regional director, organization effectiveness & development, EMC International, briefed members on the Summit of Global Women conference to be held in China in 2009, leading to a wider discussion on using externally organized events to advance D&I agendas.

“Cross-cultural intelligence” was the subject of the final presentation, from Jacki Nicholas of The AIR Institute, who noted the particular relevance of D&I in the Asia-Pacific region given the wide diversity in terms of socio-economic and political dimensions.

**Next Meeting** April 27-29, 2009, Singapore

To find out more about this council, please contact Caroline Sy, council coordinator, at [caroline.sy@conference-board.org](mailto:caroline.sy@conference-board.org) or (852) 2804 1020.

THE CONFERENCE BOARD **RESEARCH WORKING GROUPS**

## Membership Open for New Research Working Group on Attracting, Engaging, and Retaining Talent in Asia-Pacific Region

In the current climate, retaining quality talent assumes a new importance. Companies that can attract and retain the right people in a downturn will capitalize on the opportunities that arise in the subsequent upswing. But while most companies understand the link between talent retention and business objectives, many fail to identify the key factors involved and how they align with the company's offering. In response, The Conference Board's new Research Working Group on Attracting, Engaging, and Retaining Talent in Asia-Pacific will deliver intelligence to coincide with the anticipated upturn in Q4 2009. Participating companies will develop a clear employee value proposition (EVP) framework, a profile of their own EVP, insights into what top MBA talents in Asia look for in an employer, and a participating organization comparison report.

While focused on practical solutions for specific business challenges, Research Working Groups blend in-house and external expertise to produce workable, lasting solutions that will position companies for maximum advantage when the world's economies resume growth.

For more information on the Research Working Group please contact Salome Woo, associate services director, Asia-Pacific at [salome.woo@conference-board.org](mailto:salome.woo@conference-board.org), or call (852) 2537 3212.

**The Conference Board Asia-Pacific**  
22/F, Shun Ho Tower  
24-30 Ice House Street, Central  
Hong Kong, SAR  
Tel + 852 2804 1000  
Fax + 852 2869 1403  
[conference-board.org/ap.htm](http://conference-board.org/ap.htm)

**The Conference Board, Inc.**  
845 Third Avenue  
New York, NY 10022-6679  
United States  
Tel + 212 759 0900  
Fax + 212 980 7014  
[conference-board.org](http://conference-board.org)

**The Conference Board Europe**  
Chaussée de La Hulpe 130, box 11  
B-1000 Brussels  
Belgium  
Tel + 32 2 675 5405  
Fax + 32 2 675 0395  
[conference-board.org/europe.htm](http://conference-board.org/europe.htm)

**The Conference Board of Canada**  
255 Smyth Road  
Ottawa, Ontario K1H 8M7  
Canada  
Tel + 613 526 3280  
Fax + 613 526 4857  
[conferenceboard.ca](http://conferenceboard.ca)

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## THE CONFERENCE BOARD SURVEYS

## The Conference Board CEO Business Conditions Survey, Fall 2008

The Fall 2008 CEO Business Conditions Survey sought to revisit the opinions of CEOs throughout Asia-Pacific on the current state of the economy and short-term outlooks since the momentous changes in the global economy and financial markets. At the end of December the updated findings were released to participants as a commentary on the global results whilst highlighting specific regional concerns.

To inquire about Associate Services, please contact: Michael Boyden, director of business development, Asia-Pacific at [michael.boyden@conference-board.org](mailto:michael.boyden@conference-board.org) or Salome Woo, associate services director, Asia-Pacific at [salome.woo@conference-board.org](mailto:salome.woo@conference-board.org), or call (852) 2804 1000.

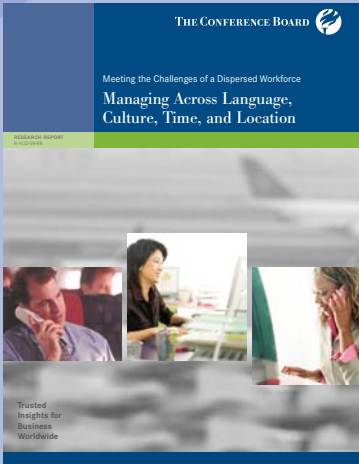
## THE CONFERENCE BOARD RECENT RESEARCH

## RESEARCH REPORTS

### Meeting the Challenges of a Dispersed Workforce: Managing across Language, Culture, Time, and Location

Research Report 1432, 2008

Managers and employees agree that it is more difficult to manage distance than same-site employees. Yet when asked whether or not it is worth the extra effort and cost, both managers and employees agree that it is. This Working Group Report discusses issues like payoff from effective distance management; competencies of effective distance managers; selecting and developing employees for distance work; and managing across differences in language, cultures, and time zone as well as evaluating distance employees and distance managers. Ten “action steps” on how to meet the challenges of distance management round out the findings.



### Top Executive Compensation in 2008

Research Report 1438, 2008

Issues of pay for performance have been drawing attention in shareholder meetings and—due to an increased public sensitivity to the apparent causes of the current financial turmoil—are likely to take center stage in the upcoming proxy seasons.

*Top Executive Compensation in 2008* provides extensive analyses of compensation by industry, revenue, and compensation type for CEOs as well as the five highest-paid executives. Using data reported from firm proxies as of June 2008, the report can serve as a solid reference point for forthcoming compensation discussions.



Research reports can be downloaded from [www.conference-board.org](http://www.conference-board.org)



## Recent and Upcoming Events

### Operations and Business Processes

#### Councils

- Asia-Pacific CFO Council**  
April 23-24, 2009, Singapore
- Asia-Pacific Shared Services Council**  
May 6-7, 2009, Sydney
- Asia-Pacific Supply Chain Council**  
May 20-21, 2009, Shanghai
- Asia-Pacific CIO Council**  
June 16-18, 2009, Singapore

#### Briefings

- Bridging the Gaps: How to Transfer Knowledge in Today's Multigenerational Workplace**  
March 26, 2009, Hong Kong

#### Online Member Briefings

- Logistics Divide**  
March 31, 2009

### Governance, Citizenship, and Communication

#### Councils

- Asia-Pacific Risk Management Council**  
April 27-28, 2009, Singapore
- Asia-Pacific Communication and Marketing Council**  
May, 2009, Hong Kong
- Asia-Pacific Corporate Citizenship and Sustainability Council**  
May, 2009, Hong Kong
- Asia-Pacific Chief Legal Officers' Council**  
June 2-3, 2009, Tokyo

#### Online Member Briefings

- Finding the Right Balance: The Risk and Reward of Third Party Ethics Programs**  
June, 2009

### Human Resources

#### Councils

- China Human Resources Council**  
March 11-13, 2009, Hangzhou
- Asia-Pacific Human Resources Management Council**  
March 24-26, 2009, Hong Kong
- Asia-Pacific Human Resources Council**  
April 1-3, 2009, Singapore
- Asia-Pacific Diversity & Work-Life Strategy Council**  
April 27-29, 2009, Singapore
- Asia-Pacific Talent, Leadership Development & OE Council**  
May 6-7, 2009, Hong Kong
- Asia-Pacific Compensation & Benefits Council**  
May 26-27, 2009, Singapore

#### Online Member Briefings

- Unions in China**  
March 31, 2009

#### Conferences

- Talent Management Masterclass**  
April 21, 2009, Hong Kong
- Asia-Pacific Human Resources Conference**  
April 22-23, 2009, Hong Kong
- Human Resources Planning Workshop**  
April 23, 2009, Hong Kong
- China Human Resources Workshop**  
May 12, 2009, Shanghai
- China Human Resources Conference**  
May 13, 2009, Shanghai

## To Find Out More ...

For more information on any of these events, please check the appropriate box, type or attach your business card, and fax this form to +852 2869 1403

Name \_\_\_\_\_

Position \_\_\_\_\_

Functional Area \_\_\_\_\_

Company \_\_\_\_\_

E-mail \_\_\_\_\_

Tel \_\_\_\_\_ Fax \_\_\_\_\_

Address \_\_\_\_\_

Country \_\_\_\_\_