



Creating to Work  
Great Places  
to Work

# Leadership: Engaging Hearts and Minds

14 - 15 April 2010

Furama Riverfront Singapore

*Organised by*



## Creating Great Places to Work

# Leadership: Engaging Hearts and Minds

In this knowledge-based economy, leaders recognise that the key competencies which their organisations possess reside with their employees. Despite considerable investments in their people, organisations continue to face challenges in retaining their talent. How can leaders live up to the mantra - "People are our most important asset"?

Many leaders overlook that employees not only bring their minds to work but their 'WHOLE' self to work. The pervasive pace of organisational restructurings in the current economic downturn has weakened employees' sentiments of their value to organisations. What can leaders do to make employees feel inspired and excited about their contributions to the organisation again? How can organisations adopt strategies and policies which are holistic to capture both the hearts and minds of employees?

When organisations are able to engage the heart and mind of each individual employee, the outcome is an engaged workforce that delivers exceptional performance and results in the Public Service.

This 6th Creating Great Places to Work Conference - "Leadership: Engaging Hearts and Minds", jointly organised by the Civil Service College and The Greenleaf Centre for Servant-Leadership (Asia), will challenge those in leadership positions not only to look within themselves but also to engage the hearts and minds of their people.

### Course Code

CGPo5

### For Whom

- Deputy Secretaries, Chief Executive Officers, Directors and Deputy Directors
- Principals, Vice Principals and Heads of Departments
- Managers and Senior Executives who are interested in leadership perspectives

### Venue

Furama Riverfront Singapore  
405 Havelock Road  
Singapore 169633

### Fees

\$941.60 per participant (inclusive of 7% GST)

### Registration

Registrations can be made through:

- Learning@Gov
- Online registration at [www.cscollege.gov.sg](http://www.cscollege.gov.sg)
- Hardcopy registration form to:  
Ms Norhuda Mahat  
Civil Service College,  
31 North Buona Vista Road,  
Singapore 275983

*For private sector nominations, cheque to be made payable to "Civil Service College", and reach us by 26 Mar 2010.*

**All registrations should reach us by 26 March 2010.**

## CONFERENCE PROGRAMME

### Day 1

8:45 am	Registration
9:15 am	Context Setting
9:30 am	Opening by Guest-of-Honour <i>Dr Amy Khor</i> <i>Senior Parliamentary Secretary,</i> <i>Ministry of The Environment and</i> <i>Water Resources</i>
10:00 am	Tea Break
10:30 am	Plenary Session 1: It's Not About the Coffee <i>Mr Howard Behar</i>
12:00 pm	Lunch
1:15 pm	Concurrent Workshops
3:15 pm	Tea Break
3:45 pm	Plenary Session 2: Nurturing Healthy Organisations <i>Dr Jim Laub</i>
5:15 pm	Closing
5:30 pm	End of Day 1

### Day 2

8:45 am	Registration
9:00 am	Opening Performance
9:15 am	Plenary Session 3: The Unilever Story <i>Mr Steven Gross</i>
10:30 am	Tea Break
11:00 am	Plenary Session 4: Using S-E-R-V-E to Serve <i>Mr Stephen Goins</i>
12:15 pm	Lunch
1:30 pm	Concurrent Workshops
3:30 pm	Tea Break
4:00 pm	Plenary Session 5: The Keys to Passionate Performance <i>Dr Lee J Colan</i>
5:15 pm	Closing
5:30 pm	End of Day 2

*Programme may be subject to change*

## Contact Us

### ***For enquiries on registration, please contact:***

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## PLENARY SESSIONS

## DAY 1

**It's Not about the Coffee**

by Mr Howard Behar

During his many years as a senior executive at Starbucks, Howard Behar helped establish the Starbucks culture, which stresses on the importance of people over profits. Howard starts with the idea that if you regard employees and customers as individuals, everything else will take care of itself. If you think of your staff as people (instead of labour costs), they will achieve results beyond what is thought possible. And if you think of your customers as people you serve (instead of revenue), you will make a deep connection with them, and they will be your loyal customers.

In this plenary session, Howard will share his top leadership principles and not one of them is about coffee.

**About the Speaker**

**Howard Behar** is the former president of Starbucks North America and Starbucks International. He joined Starbucks in 1989 as vice president of sales and operations, and grew the retail business from 28 stores to more than 400, by the time he was appointed president of Starbucks Coffee International in 1995.

Under Howard's leadership, Starbucks opened its first location in Tokyo in 1996 and subsequently introduced the Starbucks brand across the Middle East, Asia and the United Kingdom. He retired as president of Starbucks North America in 2003 and continued to serve in an advisory capacity and coach leaders at all levels. He is a retired member of the Board of Directors serving from 1996 to 2008. Since his retirement, he has written a book "It's Not About the Coffee" that described his leadership principles.

**Nurturing Healthy Organisations**

by Dr Jim Laub

A healthy organisation is one which fulfils its mission while developing its employees. It is also an organisation that increases its capacity for change and new vision. Dr Laub will present six key areas of a healthy organisation and six levels of organisational health, defined by the Organizational Leadership Assessment (OLA) instrument. In addition he will share examples of how organisations have improved by increasing their servant- leadership attitudes and actions.

**About the Speaker**

**Jim Laub** Jim Laub received his Doctorate in Educational Leadership: Adult Education from Florida Atlantic University and is the Dean of the MacArthur School of Leadership at Palm Beach Atlantic University and Professor of Leadership Studies. Jim developed a unique undergraduate degree programme in Leadership at Indiana Wesleyan University (IWU) and was the first faculty for the Doctorate in Organizational Leadership at IWU.

Jim's ongoing research is focused on the critical topics of organisational health and servant-leadership. He is the President of the OLA group and creator of the Organizational Leadership Assessment (OLA) and the OLA360. OLA measures organisational health from a servant leadership perspective while the OLA360 is used for assessing employee and leadership performance. Jim also developed the Youth Leadership Development programme designed to train students in effective leadership awareness and skills.

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## PLENARY SESSIONS

## DAY 2

**The Unilever Story**

by Mr Steven Gross

Unilever has undergone significant changes in recent times with impressive results. This multi-national organisation of 170,000 employees, inevitably earns its success largely through its people. How does this organisation engage its people in believing and contributing to its success? Steven Gross will share Unilever's approach to create a great place to work, which in turn makes Unilever an employer of choice. In addition, he will provide insights on Unilever's innovative strategies in growing and enhancing its people's careers.

**About the Speaker**

**Steven Gross** holds a degree in Human Resource Development and a Post Graduate Diploma in Industrial Relations. Steven Gross is VP HR South East Asia and Australasia (SEAA) and a Functional Business Partner to Finance, Supply Chain, Customer Development and IT for Asia, Africa and Central & Eastern Europe (ACEE) in Unilever.

He joined Unilever in 1982 and has since taken up various appointments in the organisation, working in countries such as Australia, New Zealand, Russia, Pakistan, Vietnam and now Singapore. Prior to his current position, Steven was appointed as Vice President Human Resources for Unilever Pakistan in 2000 and appointed as HR Vice President for Unilever Vietnam in 2003.

Steven's current appointment challenges him to support the Unilever business with creative HR strategies that facilitate business growth momentum, as well as its HR transformation agenda.

**The Keys to Passionate Performance**

by Dr Lee J. Colan

People and the performance they deliver are the defining competitive advantage for an organisation. With the goal to ignite employees' passion in their work, leaders are the key link in the stakeholders' value chain to create an experience where "work feels like play". They need to fully engage their employees' minds and hearts so that they deliver outstanding services and build value for the organisation. In order to do so, leaders need to identify and fulfill the six human needs of their teams.

Lee J. Colan will share practical strategies to engage your employees, including how to identify symptoms of disengagement and the six basic needs in all employees, as well as how to apply simple tools to engage employees' minds and hearts.

**About the Speaker**

**Lee J. Colan** has Masters and Doctoral degrees in Industrial/Organisational Psychology from George Washington University after graduating from Florida State University. He is currently the President of The L Group, Inc., a Dallas, Texas-based consulting firm.

Prior to starting The L Group in 1999, Lee worked in various leadership roles with American Airlines, Sandoz (Novartis) and FoxMeyer (McKesson). He also held consulting positions with two premier firms: Booz, Allen & Hamilton and William Mercer. His last corporate post was as Vice President for Physician Reliance Network, one of the fastest growing NASDAQ companies at that time.

**Using S-E-R-V-E to Serve**

by Mr Stephen Goins

One of the challenges which Chick-fil-A has overcome as an organisation over the last decade is developing and mentoring emerging leaders who have a heart to serve so as to create and sustain healthy organisational growth. The SERVE model is one of the most successful tools adopted to facilitate this growth. Specifically everyone at Chick-fil-A is engaged to **See** and **Shape** the Future; **Engage** and **Develop** Others; **Reinvent** Continuously; **Value** Results and **Relationships** and **Embody** the Values of the organisation.

**About the Speaker**

**Stephen Goins** graduated from Guilford College with a Bachelor of Science degree in Business, with a focus on Sports Management. Upon graduation, he began his career with Chick-fil-A where he served as a Chick-fil-A franchise owner for 17 years. He is currently working toward an MBA in International Business.

Chick-fil-A is one of America's largest privately-held restaurant chains, with almost 1500 restaurants in 38 states and Washington, DC. It is the second largest quick-service chicken restaurant chain in the nation, based on annual sales exceeding US\$3 billion.

In addition to operating his franchise and mentoring a workforce of over 60 employees, Stephen volunteers with WinShape International, a philanthropic foundation within the company, that teaches Servant-Leadership to young leaders around the world. He mentored these leaders in Ukraine, Isle of Man and Morocco to develop their leadership skills by serving.

He is a high-energy executive advisor, author and leadership expert. He has built a track record of successfully managing the challenges of rapid organisational change. Lee possesses an in-depth understanding of business, people and organisations. He blends this understanding with his corporate management experience to help leaders and companies grow.

In addition to 22 years of hands-on industry and consulting experience, Lee has authored seven books, including two best sellers. His practical advice has appeared in online and print publications including the Financial Times, Network, Healthweek, Wholesale Drug Magazine, Dallas Morning News and Stores.

## CONCURRENT WORKSHOPS

**Leadership for Healthy Organisations**

by Dr Jim Laub

Leaders have the power to choose how they view themselves as leaders, how they view those whom they lead and how they view the role and purpose of leadership. Dr Laub will present the “Autocratic-Paternalistic-Servant” model of leadership and how this paradigm can help leaders nurture healthy organisations.

**About the Speaker**

**Jim Laub** is the Dean of the MacArthur School of Leadership at Palm Beach Atlantic University. He is the president of the OLA group and the creator of the Organizational Leadership Assessment (OLA) and the OLA360.

**Strengthening ‘Heart + Mind’ Connection**

by Dr Matt Rawlins

The bond between the heart and mind is held through the words we use. The heart is the place where our passion and values are. It is the source of the quality of our decisions and the quality of our lives. The mind is the interpreter of these things. Both the heart and mind are needed to give us the capacity to produce effective relationships both at work and at the personal level.

This workshop will provide a tool to understand the language of the heart and the language of the mind so as to help leaders build a deeper understanding of themselves.

**About the Speaker**

**Matt Rawlins** has a PhD in Leadership Development from the University of Wales, UK. Matt is a process consultant, facilitator, communications coach, teacher and experienced educator. With over 25 years experience in over 18 nations, Matt currently serves as Adjunct Professor for the Masters class in Advanced Educational Psychology and History and Philosophy of Education and conducts the Executive Leadership class at the University of Nations in Hawaii.

Matt’s areas of focus include dialogue, conflict resolution, leadership development and organisational change. He is the author of nine books such as “There’s an Elephant in the Room” and “The Green Bench: A dialogue about Leadership and Change”.

**Growing Capacity to S-E-R-V-E**

by Mr Stephen Goins

The SERVE model which Chick-fil-A adopted to enhance its organisational growth aims to engage everyone to **See** and **Shape** the Future; **Engage** and **Develop** Others; **Reinvent** Continuously; **Value** Results and **Relationships** and **Embody** the Values of the organisation. In this workshop, participants will explore in-depth each of the S-E-R-V-E practices, do a self-assessment as well as develop an individual development plan on how one can contribute to the organisation.

**About the Speaker**

**Stephen Goins** is a franchise owner of Chick-fil-A, one of the America’s largest privately-held restaurant chains. He volunteers with WinShape International, which is a philanthropic foundation within the company that teaches Servant-Leadership to young leaders around the world.

**Values - The Key to Engagement?**

by Mr David Skews

This workshop will challenge your thinking on the way in which we carry out our work. It will examine what values exactly are and how they facilitate the achievement of the vision and the mission of an organisation. Through examples and case studies, David will discuss how an organisation can increase its effectiveness and productivity by developing and embracing values.

He will also examine how values center around ‘building a better world’ as all stakeholders contribute not only to the organisation’s interest but also benefit the individuals, communities and even nations.

**About the Speaker**

**David Skews** obtained his law degree from Wolverhampton University and attended the Middle Temple (London, UK). David is a Chartered Member of the Institution of Occupational Safety and Health (CIOSH) and a Specialist Member of the International Institute of Risk and Safety Management (SIIRSM). He also holds membership of the Safety Institute of Australia (SIA) and the Singapore Institution of Safety Officers (SISO).

With his depth and expertise in workplace safety, David established the UK-based EDP Health Safety & Environment Consultants Ltd and is currently also the Executive Chairman of the Asian subsidiary, EDP Singapore Pte Ltd. In 2009, David established a new consultancy company ‘CSR Support Ltd’ with the aim of helping organisations to audit and plan their Corporate Social Responsibility (CSR) programmes and systems.

## CONCURRENT WORKSHOPS

**Going Within - Engaging Your Heart and Mind**

by Mr Richard W Smith

During this interactive session, participants will be invited to explore and scale the depths of their inner being to ignite their passion and motivations in leading others. The session guide will facilitate this exploration with stories, poems, questions, and provide time for reflection and time for conversation.

**About the Speaker**

**Richard W Smith** is a depth-educator and a member of the Greenleaf Centre for Servant-Leadership (Asia) community located in Singapore. For 40 years, he has been helping individuals, relationships and organisations 'find their voice' and 'live their story'. During this time, he has guided more than 900 learning sessions and spent more than 45,000 hours working with people. In 1975, he was introduced to Robert K. Greenleaf's concepts of the Servant as Leader and he has been living by these concepts ever since.

**My Vote Goes to the P.A.P.**

by Dr Low Guat Tin

In an article written by Dr Low in 2002 entitled "The P.A.P. of teaching and learning", she discussed the issues of "Promotion", "Attitude" and "Passion". In this workshop, she will share on the power of purpose and how living purposefully can ignite the passion in us to be actively engaged at our workplace, hence increasing productivity.

With an alarmingly-low 6 percent of engaged employees in Singapore (2006, Gallup Management Journal), it is inevitable that we should be concerned about employee engagement and the role of leaders in engaging the hearts and minds of employees. How can leaders inspire people to bring their whole selves to work? How can the management inspire employees to become committed to their work, to the extent of behaving like owners of the organisation and not just salaried workers? This workshop will address these issues.

**About the Speaker**

**Low Guat Tin** is an Associate Professor in Policy and Leadership Studies at the National Institute of Education, Nanyang Technological University. She holds basic degrees in School Psychology, Education, Politics and Special Education; Master Degrees in Education Psychology & Education Administration; and a Doctorate. She spent nine years in Australian Universities and three years in the University of Michigan, Ann Arbor. Her research areas include: women in leadership, learning styles, mentoring and motivation. Her expertise has also brought her to present papers and train in many countries both in Asia and the Middle East.

**Thinking Relationally at Work - Creating Relational Capital**

by Mr Moses Koh &amp; Mr David Tay

Relationships with others are fundamental to every interaction in life and at the workplace. This workshop aims to provide participants with an understanding of five domains of relationships and tools to think about the world through a relational lens. In addition, the session will encourage the thoughtful and proactive development of meaningful relationships at the workplace.

**About the Speakers**

**Moses Koh** read Psychology in National University of Singapore under the Public Service Commission's Local Merit Scholarship, specialising in Social Psychology.

He worked in the Singapore Prisons Service for seven years. He has done extensive research in criminal behaviours and also played an active role in developing organisational learning while serving as Deputy Superintendent there. Since he left the service, he has become an entrepreneur running technology start ups. He is also one of the founders and Principal Consultants of Relationships First.



**David Tay** studied at Stanford University under the Public Service Commission's Overseas Merit Scholarship.

His previous experience includes people development and corporate development in the Ministry of Manpower and the Ministry of Finance. He has always been interested in organisational learning and encourages active personal development. He is a founder and Principal Consultant of Relationships First.

## CONCURRENT WORKSHOPS

**At the Heart of Engagement**

by Ms Magdalene Chin, Mrs Christine Anne Kong & Mrs Julia Woo

At the heart of engagement for breakthroughs and sustainability in organisational excellence is the idea of focusing on quality relationship-building. This involves going beyond satisfying employees through workplace practices and policies, to engaging their hearts and minds for commitment to organisational purpose. The session provides a platform for dialogue on the challenges and successes of stakeholders' engagement through experiences gained from the ground. It aims to generate an insightful and systemic discussion on building a work culture where learning and growth can thrive.

**About the Speakers**

**Magdalene Chin** is currently the Principal at Temasek Primary School. She was formerly the Principal of the Convent of the Holy Infant Jesus Primary School (Toa Payoh) from 2002 to 2009. Prior to this, she was the Principal of CHIJ Katong Primary School. She has been a principal of Catholic all-girls schools for the past 12 years and served in the primary schools education for 29 years.

Having pursued her post-graduate studies in Peter Senge's Organisational Learning theories, Magdalene is a practitioner of Learning Organisation (LO) concepts. She was awarded the Ruth Wong Medal and the Educational Leadership Book Prize for her studies in Educational Administration in National Institute of Education in 1997. She was also a recipient of the Public Administration Medal (Bronze) in the 2000 National Day Award. With her experience in school leadership, Magdalene has been a steward principal to participants on the Leadership in Education Programme (LEP) for the past 8 years and has played an active role in promoting the teaching profession and curriculum leadership to beginning teachers and educators interested in curriculum matters.



**Christine Kong** is currently the Principal of Catholic Junior College. She has been in the education service for 30 years. She began her teaching career in Toh Tuck Secondary School before joining her alma mater, the National Junior College in 1980. After 19 years, she left the college to assume the role of Vice Principal in Bendemeer Secondary. In 2001, she became the Principal of CHIJ St Theresa's Convent. This stint was followed by a tour of duty as Cluster Superintendent.



**Julia Woo** is currently the Principal of Woodlands Secondary School. She holds a Bachelor of Arts degree in Social Work as well as a Diploma in Pastoral Care and Career Guidance and Diploma in Education.

Julia has served for 28 years in the education service. She started out teaching History and English Language in the then-Presbyterian Boys' School, which later amalgamated with Kuo Chuan Girls' School to become Kuo Chuan Presbyterian Sec School. She was posted to Maris Stella High School to be Head of Department for Pupil Development in 1996 and was promoted to be Vice Principal of Beatty Secondary from Dec 1999. She was the Principal at Ping Yi Secondary School from 2004 to 2008. For her contribution to the Education Service, she was awarded the Public Administration Medal (Bronze) in August 2006.

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