



ITD VIETNAM

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LEADERSHIP DISCIPLINE

CHANGE IS IN THE AIR

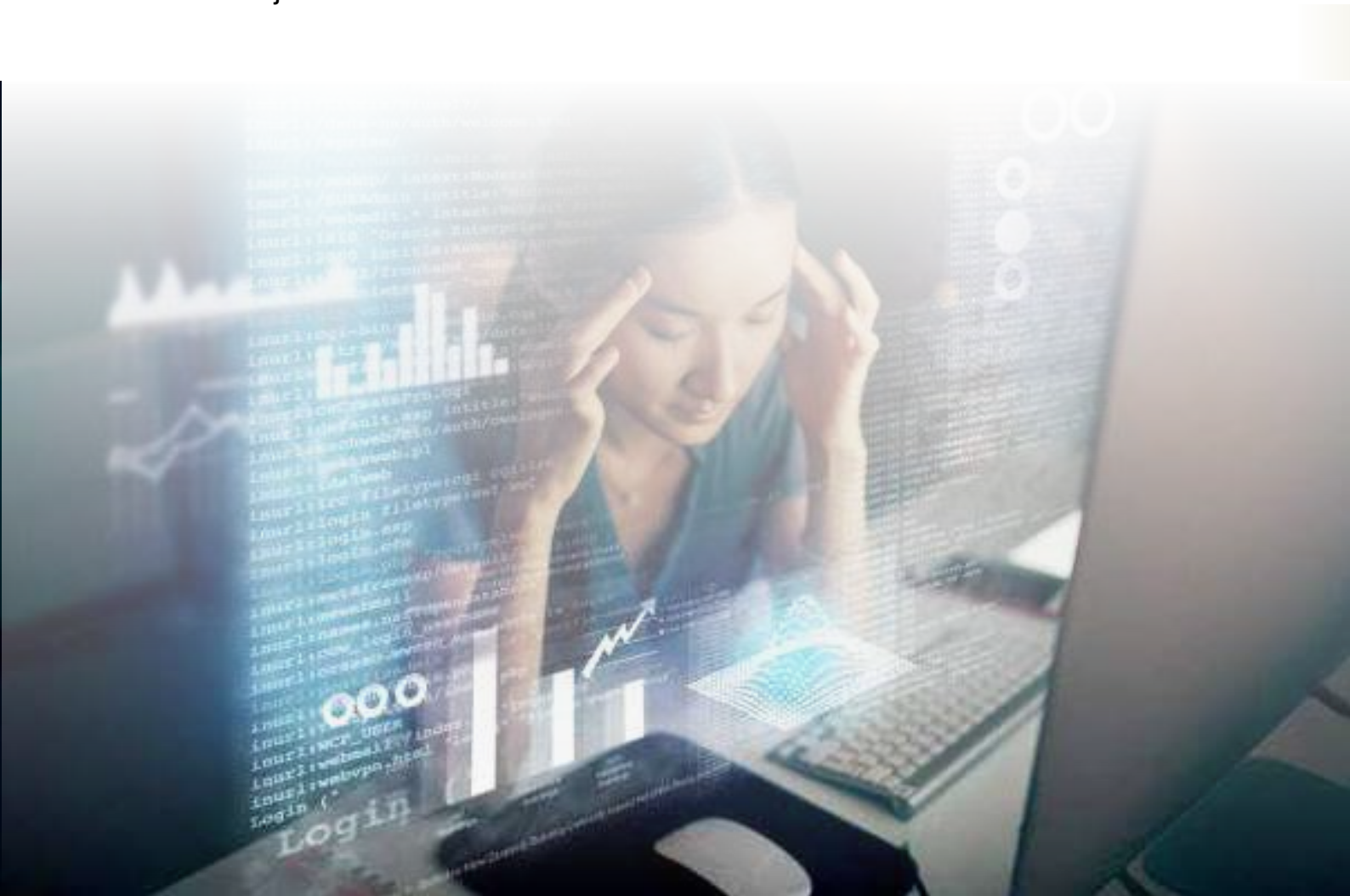
“Survival goes not to the strongest or most intelligent of the species, but to the one most adaptable to change.”

Charles Darwin

Your success as a leader will be largely determined by how efficiently and effectively you respond to the challenges of change in your business. Change is inevitable, unavoidable, unstoppable, and mostly unpredictable. The better you are at dealing with the incredible speed of change in your business and personal life, the greater your contribution will be and the more valuable you will be to your organization.

INFORMATION EXPLOSION

The amount of information available today is greater than at any other time in human history, and it is multiplying at a faster rate than ever before. In 1980, about 220,000 new books were published each year in the United States. In 2013, more than 3 million new books will be published, plus millions of articles on every conceivable subject.



LEADERSHIP DISCIPLINE

One new idea or piece of information generated by someone, somewhere on the planet, can create a new business or industry, or render an existing industry obsolete. When Apple introduced the iPhone in 2006, it was dismissed by the people at RIM (BlackBerry), the world leader in business cell phones, as a toy. In their wisdom, they concluded that it would never interfere with their business of producing complex cell phones with highly secure algorithms for business use.

Today, BlackBerry's two presidents have left the company, sales are down 80 percent, and it is doubtful that the company

will be able to develop a new phone that will enable it to survive in the years ahead. The entire game has changed.

Fully 90 percent of the best thinkers, scientists, writers, creators, and entrepreneurs who have ever lived in human history are living and working today. The smartest, brightest, most creative, and most determined scientists and researchers who have ever lived are working right now to discover new ideas and applications that can be used to improve products and services of all kinds and to develop new ones.

TECHNOLOGY EXPANSION



The rule of thumb is that any new high-tech product is probably obsolete before it reaches the market. By the time it is developed, manufactured, packaged, and distributed to customers, the company or a competitor is already developing something better, faster, or cheaper, and racing it to the market-

place. The saying goes that "If it works, it's obsolete."

Changes in information technology and distribution can be devastating to old-line companies. Within a year of Apple's introduction of the iPad, which, in conjunction with Kindle and others, enabled people to download books in seconds, rather than traveling across town to visit a bookstore, the whole industry had changed. Within 12 months, one of the biggest and most successful brick-and-mortar book chains in the world, Borders, went bankrupt, closing 600 stores forever. E-book sales jumped to more than 50 percent of the market in 2012, and continue to grow. The entire world of book publishing has been shaken up dramatically with no one in the industry knowing exactly what is going to happen next with advances in technology.

LEADERSHIP DISCIPLINE

THE GROWTH OF COMPETITION

The third factor driving change today is competition. More businesses, individuals, and organizations are competing today to get the customer's dollar than ever before. Today, an entrepreneur with a laptop, sitting at home in his bedroom, can start international marketing, sales, and distribution business for a few dollars and are now doing so—by the millions. By December 2012, more than 1 million engineers and entrepreneurs in the United States alone were working to develop the next “killer app” for smartphones. This number is greater than the entire farm population working in the country today.

If you have children today, when they grow up, they will probably be working for a company that does not now exist, producing and selling products and services that do not now exist, selling to customers and markets that do not now exist and selling against competition that does not now exist. Fully 80 percent of the products and services that will be in common use five years from now do not exist today either.

The formula is simple

$$IE \times TE \times CO = ROC$$

*(information explosion multiplied by technological expansion
multiplied by competition equals the rate of change)*

Because all three of these factors are increasing, the rate of change in five years will be beyond our imagination. You will experience more changes in one year than your parents or grandparents experienced in their entire lifetimes. And if anything, the rate of change is accelerating faster and faster.



LEADERSHIP DISCIPLINE

PREDICTIONS FROM HARVARD

Harvard University made three predictions about change.

01

More change in your field or business would take place in the coming year than ever before.

02

More competition will be part of your business or industry in the coming year than ever before.

03

More opportunities will happen in your business or industry, but they will be different from what you are doing today.

These predictions were made in 1952. An additional prediction was made shortly thereafter. They concluded that fully 72 percent of people working today will be in completely different jobs within two years unless they learn to adapt to change and turn it to their advantage.

YOUR MOST IMPORTANT WORK

The most important and valuable work that you do consists of “thinking.” The quality of your thinking determines the quality of your life. Your ability to think clearly and well about change, and how you are going to deal with it, is a vital part of the leadership at any level of the organization.



Your job is to become a master of change rather than a victim of change.



Your goal is to accept the inevitability of change and use change to your advantage. Your ability to change faster than your competitors in the face of new information, new advances in technology, and different customer demands is the key to your surviving and thriving in the future.

The starting point of dealing with change effectively is for you to expect it to happen continuously and unpredictably. Many negative emotions are caused by “frustrated expectations.” You expect things to work out in a particular way and they do not; they disappoint you. But if you expect to change as an inevitable fact of life, you will be much more relaxed and effective in dealing with change when it comes, even though you cannot predict the form or timing with any great accuracy.

LEADERSHIP DISCIPLINE

REMAIN FLEXIBLE

The Menninger Institute did a study in the 1990s to determine the most important quality for success in business in the twenty-first century. They concluded that the most important quality that you could develop would be that of “flexibility.” With flexibility, like the willow in a storm, you would bend with the realities of change rather than breaking or becoming angry or upset.

The discipline of change management requires that you apply zero-based thinking to every part of your business regularly. With zero-based thinking, like zero-based accounting, you draw a line

under all of your previous decisions and put them on trial for their lives. You ask this question:

“What am I doing that, knowing what I now know, I would not start up again today if I had to do it over?”

We call this a **KWINK** analysis. Knowing what I now know, what am I doing today that I would not get into again today if I had the chance to do it over?

CUT YOUR LOSSES

Zero-based thinking needs to be applied in three areas: issues that involve time, money, and investments. People hate to lose anything and will go to almost any measure to prevent a loss. Many people invest an enormous amount of time in a product, service, project, or even a person, and hate to admit that knowing what they now know, it was not a good investment of time. But remember, whatever time you have invested in a person or project in the past, it is a sunk cost now. It is irretrievable. It is gone forever.

One of the best strategies for dealing with rapid change is for you to “cut your losses” when you realize you have made a mistake and invested a lot of time in something that, in retrospect, was not a good use of time. Have the courage and the willingness to cut it off and turn your attention to something with greater potential.



The second type of investment has to do with money. Again, most financial investments are sunk costs. They cannot be retrieved; the money is gone forever. It seemed like a good idea at the time, but it didn't work out. Let it go, and move on.

LEADERSHIP DISCIPLINE

The third area has to do with emotions. Many people invest an enormous amount of emotion in a relationship, a career, a company, or a product or service. Even when these activities are not successful, the natural tendency is to hold onto them, rather than accept that they did not work out and move on instead.

Zero-based thinking is one of the most helpful thinking tools ever discovered. It frees your mind and opens you up to all the possibilities of the future, rather than keeping you locked into the decisions and commitments that did not work out in the past.

WALK ACROSS THE STREET

In developing the discipline of change management, you should use the “walk-across-the-street method” and apply it to both your business and your career. Imagine that your company burned to the ground, but all your people managed to escape safely to the parking lot. Then imagine that offices or facilities are available across the street for you to move into immediately and get your business up and running as quickly as possible.

If you were going to walk across the street and start your business anew, what would you begin to do immediately? What products and services would you immediately want to begin producing for your market? Who are the markets and customers that you would immediately want to contact and

become active with? If you were starting your business over again today, what products, processes, services, markets, and other activities would you not start up again today?

Finally, if you were walking across the street to start your business again, which of your staff would you bring with you to the new business, and which of them would you leave in the parking lot? This way of thinking is how you reinvent yourself and your business regularly. You imagine that you have no limitations and that you can start again right where you are, with no baggage from the past. What would you do differently?



LEADERSHIP DISCIPLINE

PRACTICE CRISIS ANTICIPATION

An important aspect of managing change is for you to anticipate it. Look down the road into the future and ask yourself, “What are the worst things that could happen that would change or disrupt my business, or threaten its survival?”

Your ability to think into the future, and to accurately anticipate the problems that could occur, is a mark of a superior executive. This extrapolatory thinking is like playing ahead down the chessboard of life. What moves could you take? What moves are your competitors likely to take? And what would you do then?

Royal Dutch Shell (RDS) is famous for its “scenario planning division.” Its experts have developed more than 600 scenari-

os for disruptive events that could occur all around the world in the business of extracting and shipping oil, moving tankers or platforms to various countries and refineries, producing oil products and distributing them to consumers, and every other aspect of the business. For example, if a war erupts somewhere in the Middle East, RDS has a scenario planned, developed, and ready to implement within 24 hours. If a tsunami happens in Japan, RDS has a scenario to deal with that event. As a result of its ability to think well into the future and anticipate what might happen, RDS is consistently one of the most successful and profitable companies in the world. It is seldom affected for long when disruptions of any kind occur in any of its markets or activities.



LEADERSHIP DISCIPLINE

IDENTIFY THE WORST POSSIBLE OUTCOME

Here is an exercise for you: Look down the road for one, two, or three years and ask yourself, “What are the worst things that could happen which could seriously disrupt our existing business?” And then, in this exercise, use the “Three Percent Rule.” This rule says that if the probability of a negative event occurring is 3 percent or greater, you should consider it as a possible future reality and think about what you would do if it occurred. Remember, you are only as free as your well-developed options. What options could you develop to protect yourself if a major negative event were to happen?

Think about changes in information or technology and, especially, your competition. Remember, hope is not a plan, and wishing is not an option. We spoke earlier about the importance of a long-time perspective. Your ability to project your thinking forward into the future and to look around you, anticipating the worst possible things that could go wrong, is essential in any leadership role. You then look back to the present situation and think about the specific steps you could today take to guard against these potential negative outcomes or to minimize the damage from them.



LEADERSHIP DISCIPLINE

PRACTICE THE TIP OF THE ICEBERG PRINCIPLE

Another way to develop the discipline of change management is for you to prepare for the inevitable changes that are coming. In the “tip of the iceberg” principle, when something happens in your business or industry that is unusual and unexpected, instead of dismissing it as a single event, you assume in advance that it is the tip of an iceberg. It is an indicator of a trend in your business that you must anticipate and take provisions to guard against or take advantage of.

IDENTIFY THE SKILLS AND COMPETENCIES YOU WILL NEED

What knowledge, skills, abilities, and competencies are you going to need in the future to be a leader in your industry? What are your plans to begin developing these capacities well in advance? What people, resources, products, services, and technologies will you need to become an industry leader? Where and how are you going to acquire them?

Michael Kami, the strategic planner, said “The best way to predict the future is to create it.” Once you have settled on a long-term business goal, you ask these three questions regularly:

- 1. What additional knowledge and skills will we require to achieve this goal?***
- 2. What are the major obstacles we will have to overcome to achieve this goal?***
- 3. Whose support and cooperation will we need to achieve this goal?***

Preparation is the mark of the professional. There is no such thing as the word over-prepares in the vocabulary of top leaders. Sometimes your anticipation of one key detail or event can have a major impact on your business. When you experience a major change in your business, call a time-out, like in a football game, and stop the ball. Take some time to analyze the change that has taken place carefully and thoughtfully before you react or overreact to it.



LEADERSHIP DISCIPLINE

DEALING WITH DEATH AND DISASTER

A major business change is much like the phenomenon of death in a family. Elizabeth Kübler-Ross, the psychologist who taught about the process of dealing with death, said that each person goes through a series of stages before getting back to normal after a death in the family. In addition, to Kübler-Ross's five stages, the business changes encompass two more stages.

01

Stage 1: Denial. “This can’t be happening!” Whenever you experience a sudden and unexpected reversal, your natural tendency is to deny that it is happening in the first place.

02

Stage 2: Anger. “How could this happen? Why did it occur?”

03

Stage 3: Blame. “Who is responsible? Who did it? Let’s go on a witch hunt.”

04

Stage 4: Bargaining. At this point, you try to minimize the damage, explain away the negative consequences, and look for ways to avoid the reality of what has happened.

05

Stage 5: Depression. You finally accept that the event has occurred. It is nonreversible. It is over. The market has collapsed. The product has failed. The money has been lost.

06

Stage 6: Acceptance. In this first positive stage, you finally realize that it has happened and that it is now an event in the past. It can’t be changed. The time, money, or emotion has been lost irrevocably. The only choice is to pull yourself together and move forward.

07

Stage 7: Resurgence. In this final stage, you resolve to take action and move forward aggressively toward your next goal or challenge. You put the negative event behind you and focus on the future.

Everyone goes through these stages when they experience a setback or reversal of any kind. The only question is: “How long does it take you to move through these stages?” Top leaders are capable of moving through these stages quite quickly, sometimes in just a few minutes, to come out the other side into acceptance and resurgence, and then get on with the business of dealing with the future.

LEADERSHIP DISCIPLINE

CORRELATION VERSUS CAUSATION

In analyzing something that has happened, resist the temptation to confuse correlation with causation. Many people tend to commit this major thinking error. They assume that if two events occur at the same time, one event caused the other, which is often not the case. But if you assume that one event caused the other, you could immediately become angry or even confused. The decisions and actions that you take can be completely wrong. Therefore, it is important that you take time to think through the event and make sure of the exact reasons why it occurred without making any assumptions in advance.

RESIST THE TENDENCY TO CATASTROPHIZE

In analyzing something that has happened, avoid the tendency toward “catastrophizing,” thinking about or assuming the worst in a particular event. It is said that nothing is ever as bad as it seems, and nothing is ever as good as it seems. Most events fall in the grey area, rather than being black or white. In analyzing something that has happened, an unexpected change, ask as many questions as possible.

KEEP CONTROL WITH QUESTIONS

By asking rather than just reacting angrily, you remain calm and in control of the situation. Ask questions such as:

- 1. What exactly has happened?*
- 2. How did it happen?*
- 3. Who is involved in this situation?*
- 4. What are the possible costs or ramifications of this change?*
- 5. What are the various courses of action available to us?*
- 6. What are all the possible solutions?*
- 7. Is this change a problem?*
- 8. Could this unexpected change be an opportunity to do something differently?*
- 9. Is this change a fact or a problem? Can anything be done about this situation or is it a new reality that cannot be changed?*
- 10. What actions should we take immediately to deal with this change?*

LEADERSHIP DISCIPLINE

GET THE FACTS

The final part of dealing effectively with an unexpected change is for you to get the facts. Get the real facts. Not the assumed facts or the probable facts. Check your information. Then, double-check your information to be sure that what you think has happened. As Ronald Reagan said, "Trust but verify."

It is amazing how often people overreact to what they consider to be bad news without first checking to find out if what they have heard is true. In many cases, it is not. In many cases, the reality is quite different from what you may have heard. Take the time to ask questions and do your homework before you make a decision.

SEEK THE VALUABLE LESSON

If a change has occurred, and it cannot be remedied or reversed, take advantage of it. Instead of thinking of it as a problem, think of it as a challenge or an opportunity. Napoleon Hill was famous for saying "Within every problem or difficulty lies the seed of an equal or greater benefit or advantage."

Often, when a change takes place in your business, it contains within it an opportunity and even the necessity of doing something completely different, something that may benefit your business in the future. Seek the valuable lesson in every problem or difficulty you face, and you will almost always find it.

GROWTH IS THE LAW OF LIFE

Growth is the law of life, and change is the law of growth. You can't rise to greater heights except by recognizing and taking advantage of the endless and continuous flow of the changes taking place in your life. One of my favorite reminders is "Problems come not to obstruct, but to instruct."

Tony Robbins says, "There is no such thing as failure; there is only feedback." Because you cannot reverse a change that has taken place, your best course of action is to seek ways to benefit from it. Look for ways to turn it to your personal or corporate advantage. Sometimes the greatest breakthroughs in business come about as the result of a completely unanticipated change in competitive be-

havior, consumer demands, or the fast-changing marketplace. If a change has occurred and cannot be reversed, your next step is to accept it as a reality.

Practice detachment when something has happened that you can't change. Accepting a fact as reality is the first step to moving on beyond the change or setback toward the real goals of building your business. The inability to get over a bad situation or setback is a major block that holds people back from happiness and long-term success.

LEADERSHIP DISCIPLINE



YOU ARE NOT A VICTIM

If a change has taken place, and it cannot be reversed, simply accept it and move on. You are not a victim. Don't waste a minute feeling sorry for yourself. Just get so busy working on your goals that you don't have time to worry about what has happened, especially if it cannot be changed.

Another way to deal with change effectively is for you to take responsibility for it. The source of personal power in dealing with change is for you to accept 100 percent responsibility and to take charge, rather than becoming angry or upset, or blaming other people. Leaders take responsibility for problems and difficulties. They give away praise and accolades for success to others. Just

say those magic words, "I am responsible," and then focus on the solution—on what can be done, rather than on the past and what cannot be changed.

The key is to put the situation behind you and focus all of your time and attention on what can be done, rather than on what has already happened. In the Marine Corps, they teach both the officers and enlisted a mantra in basic training; "Adapt! Adjust! Respond!" Your personal ability to adapt, adjust, and respond effectively to the inevitable changes that you will experience at an ever-increasing speed and level of unpredictability is the mark of a superior leader.

LEADERSHIP DISCIPLINE

THREE ENEMIES OF CHANGE

The three major enemies of change are the comfort zone, learned helplessness, and the path of least resistance. The comfort zone is perhaps the greatest enemy of human success. It is the natural tendency of people to become comfortable doing what they are doing, no matter what is happening around them, and then to resist the need or demand for change of any kind, even beneficial change.

Rejecting New Product Ideas

One of the major examples of this striving to stay within a comfort zone in a business is the rejection of any new product, service, or technology that might take away or cannibalize the existing products or services. It is amazing how many companies have great ideas for new products or services that are promptly squashed by senior management because if the new product or service became popular, the sales of their existing products would be affected.

Kodak Corporation scientists developed the first digital camera back in 1986. When they took it upstairs to the senior decision-makers, they were told quite bluntly that, “Kodak is a film company.” The scientists were told to go back downstairs and discontinue their work on this radical new technology that would or could eat into their film sales. Kodak is today bankrupt because they were too comfortable with their success in the film industry to be open to the possibilities of digital photography in the future.

This example shows why many product and service breakthroughs come from upstarts, young companies from outside the industry who have no “legacy issues.” They are not in a comfort zone. They are distinctly uncomfortable and driven to produce new products and services to survive and thrive in a competitive market. Nokia dominated the world of cell phones for a full decade. The Nokia engineers came up with both the one-button cell phone, which could hold additional applications and serve almost as a mini-computer, as well as the tablet computer, which is currently manufactured by Apple. In both cases, the engineers took these technological breakthroughs to senior people for approval. In both cases, they were told to go back to their laboratory and stop working on a product that might interfere with Nokia’s traditional cell phone business. Apple piggybacked on these concepts, developed its technology, brought out the iPhone and the iPad, and transformed the world of cell phones and tablet technology.

LEADERSHIP DISCIPLINE

Learned Helplessness

The second major obstacle to change is “learned helplessness,” which happens when an individual or organization sees the effects of rapid change in the marketplace and feels helpless to adapt or adjust to them.

Without giving it much thought, many people think they lack the time, money, or ability to keep current with the technological advances of their competitors. They instead make excuses and try to hide behind their existing products and technologies rather than recognize that their markets are changing dramatically and that their customers are demanding newer, better, faster, cheaper, and easier-to-use products and services.

BlackBerry is a perfect example of this “head-in-the-sand” attitude of learned helplessness. When the Apple iPhone was released, they looked at the incredible advances in technology contained in the iPhone and just turned away. They felt that there was no way they could compete with this phone, and besides, they convinced themselves that they didn’t have to. It was just a fad. Meanwhile, Samsung of Korea recognized that the entire world of cell phones had changed and immediately began developing the Android operating system. In cooperation with Google, they leaped the Apple wave and are now the world’s leading suppliers of smartphones, complete with features and applications that no one even dreamed of five years ago.

The Path of Least Resistance

The third enemy of change is the “path of least resistance.” This natural tendency leads individuals to seek faster, easier ways to get the things they want and to simultaneously avoid the hard activities necessary to succeed in a competitive market.

Everything worthwhile in business is difficult. It requires tremendous commitments of time, money, and energy usually extended over a long period. It requires hard, dedicated work, with no guarantees of success. For this reason, business leaders have developed the discipline of hard work, and the willingness to put in far more hours and effort than the average person to assure that they survive and thrive in rapidly changing competitive times.

The discipline of managing change is one of the most important qualities that you can develop to lead your field in the exciting months and years ahead. By adjusting, adapting, and responding rapidly to the unavoidable changes taking place in your business and your world, you give yourself an incredible advantage that will, as much as anything, assure your survival and success in the years ahead.

LEADERSHIP DISCIPLINE

ACTION EXERCISES

1. Identify the three most important information changes that can affect your sales and profitability in the future. What can you do about them?
2. Identify the three most important changes taking place in technology that can affect your business. What can you do to adapt to them?
3. Identify the three most important competitive changes taking place in your industry. How can you take advantage of them?
4. What are the worst things that could happen to disrupt your business in the next year? What steps could you take to guard against them happening?
5. What is it that you are doing in your business or personal life that, knowing what you now know, you wouldn't get into again today? How can you get out, and how fast?
6. Imagine walking across the street and starting your business or career over again. What would you do differently?
7. Identify three competencies that you or your company will need to survive and thrive in the years ahead. What is your plan to acquire them?

(Credit: 12 disciplines of leadership – by Dr. Peter Chee & Brian Tracy)

12 DISCIPLINES OF LEADERSHIP EXCELLENCE



INSPIRATIONAL STORIES

WHO MOVED MY CHEESE?

Author: Dr. Spencer Johnson



Sniff, Scurry, Hem, and Haw are four characters that live in a dark, elaborate maze, each searching for their special cheese to nourish them.

The mice, Sniff and Scurry, use the simple trial-and-error method of finding cheese. The two Littlepeople, Hem and Haw, rely on their complex brains to develop more sophisticated strategies for finding Cheese. But due to Hem and Haw's beliefs, their emotions often take over and cloud the way they look at things, making life in the maze overly complicated and challenging.

One morning, both mice and the Littlepeople locate their favorite type of cheese at the end of one of the corridors in Cheese Station C. Every morning after that, the mice head over there to feast, waking early each morning and following the same route, establishing a routine in the process.

In the beginning, Hem and Haw also race to Cheese Station C every morning. However, over time, the two Littlepeople arrive later and later, confident that the cheese will always be there.

One morning, the mice arrive at Cheese Station C and notice that there is no cheese. They aren't surprised. Since Sniff and Scurry noticed the supply of cheese dwindling every day, the mice are prepared for the inevitable and know what to do.

INSPIRATIONAL STORIES

WHO MOVED MY CHEESE?

To the mice, the problem and the answer are both simple. **The situation at Cheese Station C has changed.** So, Sniff and Scurry decided to change. Before long, they scurry off in search of New Cheese in the maze.

Meanwhile, Hem and Haw, who have failed to notice the small changes taking place each day, arrive at Cheese Station C. Both refuse to accept that the cheese is gone. The two rant about the injustice of the situation and question how such a situation could have even arisen. Haw suggests a search for New Cheese, but Hem rejects his proposal.

While Hem and Haw evaluate the decision, Sniff and Scurry go further into the maze and discover “Cheese Station N,” along with the biggest store of cheese the mice have ever seen.

Meanwhile, Hem and Haw grow frustrated and blame each other for their situation. Inspired by the mice, Haw again proposes a search for new cheese. However, Hem is comforted by his comfortable routine and rejects the idea once more.

After living in denial for some time, the Littlepeople go without cheese, growing weaker from hunger with each passing day. Finally, one day, Haw laughs at himself, realizing that both he and Haw keep doing the same things over and over again and wonder why things don't get better. Knowing that he is finally able to laugh at himself, let go and move on, Haw enters the maze, but not before chiseling “If You Do Not Change, You Can Become Extinct” on the wall of Cheese Station C for his friend to consider.

During the next several days, Haw finds a little Cheese here and there, but nothing that lasts very long. Haw looks back on things and realizes that the Cheese at Cheese Station C had not just disappeared overnight, as he had once believed. Instead, the amount of cheese that had been there toward the end had been getting smaller, although he had been in denial about what was coming.

Haw decides he will stay more alert from now on. He expects the change to happen and looks for it and will trust his basic instincts to sense when the change will occur and adapt as necessary.

After many empty cheese stations, Haw brushes aside his fears and decides to go back for Hem with the few bits of New Cheese he has found. Hem declines his friend's gesture to leave, stating, “I don't think I would like New Cheese. It's not what I'm used to. I want my Cheese back, and I'm not going to change until I get what I want.”

INSPIRATIONAL STORIES

WHO MOVED MY CHEESE?

Dejected, Haw returns to the farthest point he had reached in the maze but feels stronger than ever, safe in the knowledge that he's no longer letting fear rule his life. After finding little bits of Cheese here and there, Haw leaves a trail of writings on the wall to clarify his thinking and serve as a marked trail for Hem should he ever choose to leave Cheese Station C.

One day, Hem discovers Cheese Station N, abundant with cheese, including some new varieties, and sees his old friends Sniff and Scurry. After eating, Hem considers returning to Cheese Station C to see if he can show Haw how to get out of his predicament but realizes that he had already tried to get his friend to change. Hem realizes that Haw has to find his way, beyond his comforts and past his fears. No one else can do it for him or talk him into it. He somehow has to see the advantage of changing himself.

Finding the largest wall in Cheese Station N, Hem writes on the wall,

- **Change Happens.** They Keep Moving The Cheese
- **Anticipate Change.** Get Ready For The Cheese To Move
- **Monitor Change.** Smell The Cheese Often So You Know When It Is Getting Old.
- **Adapt To Change Quickly.** The Quicker You Let Go Of Old Cheese, The Sooner You Can Enjoy New Cheese
- **Change.** Move With The Cheese
- **Enjoy Change!** Savor The Adventure And Enjoy The Taste Of New Cheese!
- **Be Ready To Change Quickly And Enjoy It Again.** They Keep Moving The Cheese.

Haw then hears what he thinks is the sound of movement out in the Maze, and as the noise grows louder, he realizes that someone is coming. Haw prays and hopes—as he had many times before—that maybe, at last, Hem has found the way...

KEY TAKEAWAYS

- There's a difference between activity and productivity.
- Getting out of your comfort zone makes adapting to change easier.
- Fear you let build up in your mind is far worse than the situation.
- When you change what you believe, you change what you do.
- The fastest way to change is to laugh at your folly—then you can let go and quickly move on.
- You have to find your way, beyond your comforts and past your fears. No one else can do it for you, or talk you into it. You have to see the advantage of changing yourself.
- It's safer to be aware of your real choices than to isolate yourself in your comfort zone.

GLOBAL HR OUTLOOK Q3 2022

Source: Chapman CG

The market remains hot for HR hiring globally this quarter, despite economic uncertainty. While some hesitation has crept in, demand remains high despite the northern hemisphere seasonal summer slowdown. Other than the vibrant HR search market, the other ongoing theme is the discussion in HR circles around in-office vs. hybrid vs. remote/flexible working practices. While most companies have opted for a hybrid arrangement of some form, this issue continues to polarize employers and employees and remains a key influencing factor in talent considering or rejecting career opportunities.

We expect that search activity for the year's second half will include a heavy focus on HR transformation and change. We are still seeing many organizations transforming HR operating models and reshaping these to adapt to the new environment. Key reasons for HR leaders transforming their operating models include:



A broader business transformation, which is often about a continued drive towards greater digitization



Pressure from boards and company leadership on the need for more data-driven decision-making and a lack of HR/People data being available



A desire to drive productivity and performance in HR through structural or workflow change



To improve employee experience

One early trend we are beginning to note is a return to HR/People Analytics hiring driven by a growing realization that progress in many HR teams is being slowed by a lack of data being captured, reported, and effectively leveraged. HR analytics also supports efforts to improve employee experience and well-being—two very high-profile areas these days. For the same reason, we are also detecting a greater level of interest in hiring HR leadership (both HRBPs and specialists) with experience implementing a cloud-based HRIS solution, a fundamental building block in helping organizations link people data insights to workforce strategy and business goals.

GLOBAL HR OUTLOOK Q3 2022

Management consulting firms or independent consultants have provided high-level advice at the strategic workforce level in the past. Bringing this capability in-house and positioning it as a senior appointment will increasingly be part of the future HRLT. Today, talent management professionals are delivering talent strategy. These efforts can be ‘turbo charged’ underpinned by the insights and business impact that an elevated strategic workforce leader can potentially bring.

Finally, the ‘hottest’ area for hiring in HR leadership remains total rewards. This is due in part to a continuing acute talent shortage. Added to this is the fact that there are greater demands on this specialization than ever before. For example, in the past conventional wisdom was that for the largest, most sophisticated global organizations, the total rewards head would have a deep background in global compensation, including executive compensation. This stands true today. However, the greatest ‘pain point’ for many CEOs and CHROs today is employee benefits. Benefits, which encompass ‘hot topics’ like well-being and flexible working in addition to the traditionally more complex domains such as medical insurance, can be seen as a more pivotal component of total rewards from a risk perspective. One CHRO recently described benefits to us as a ‘potential minefield’ while briefing us on a total rewards leadership search requiring as many or more benefits as expertise versus compensation.

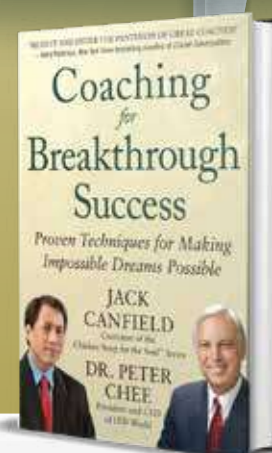
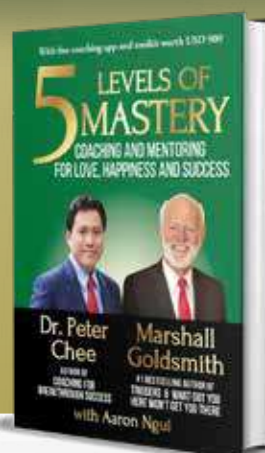
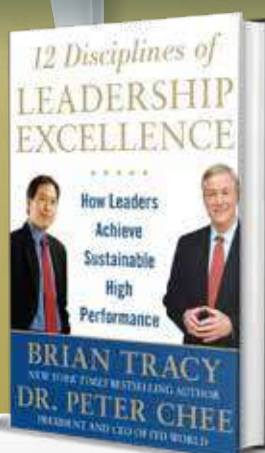
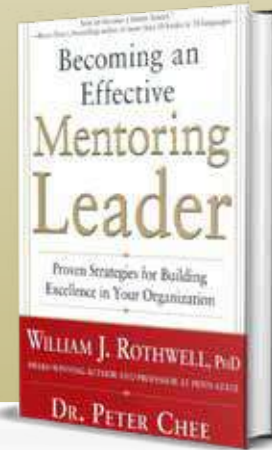
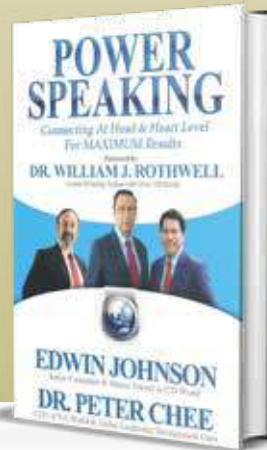
Another growing trend for the total rewards specialization is its tighter link with talent management, particularly regarding a company’s ability to effectively drive performance management. The talent management specialization has traditionally “owned” performance management. However, given the extent to which pay drives behaviors, rewards professionals now have equal or in some cases more ownership of the performance space. This has necessitated the two specializations needing to have a much tighter partnership than in the past. We are aware of a couple of organizations that are now exploring the potential of a combined talent and reward function. We expect that the above trends will continue, and we anticipate that this will also potentially mean we can look forward to an interesting evolution of the total rewards space in the future.



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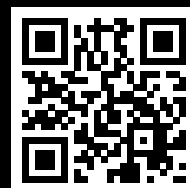
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