

SINGAPORE ACTUARIAL SOCIETY



Moving From Managing to Leading

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Executive Chairman

AJP Advisers Pte Ltd

Developing Managers & Leaders

LEADER



MANAGER

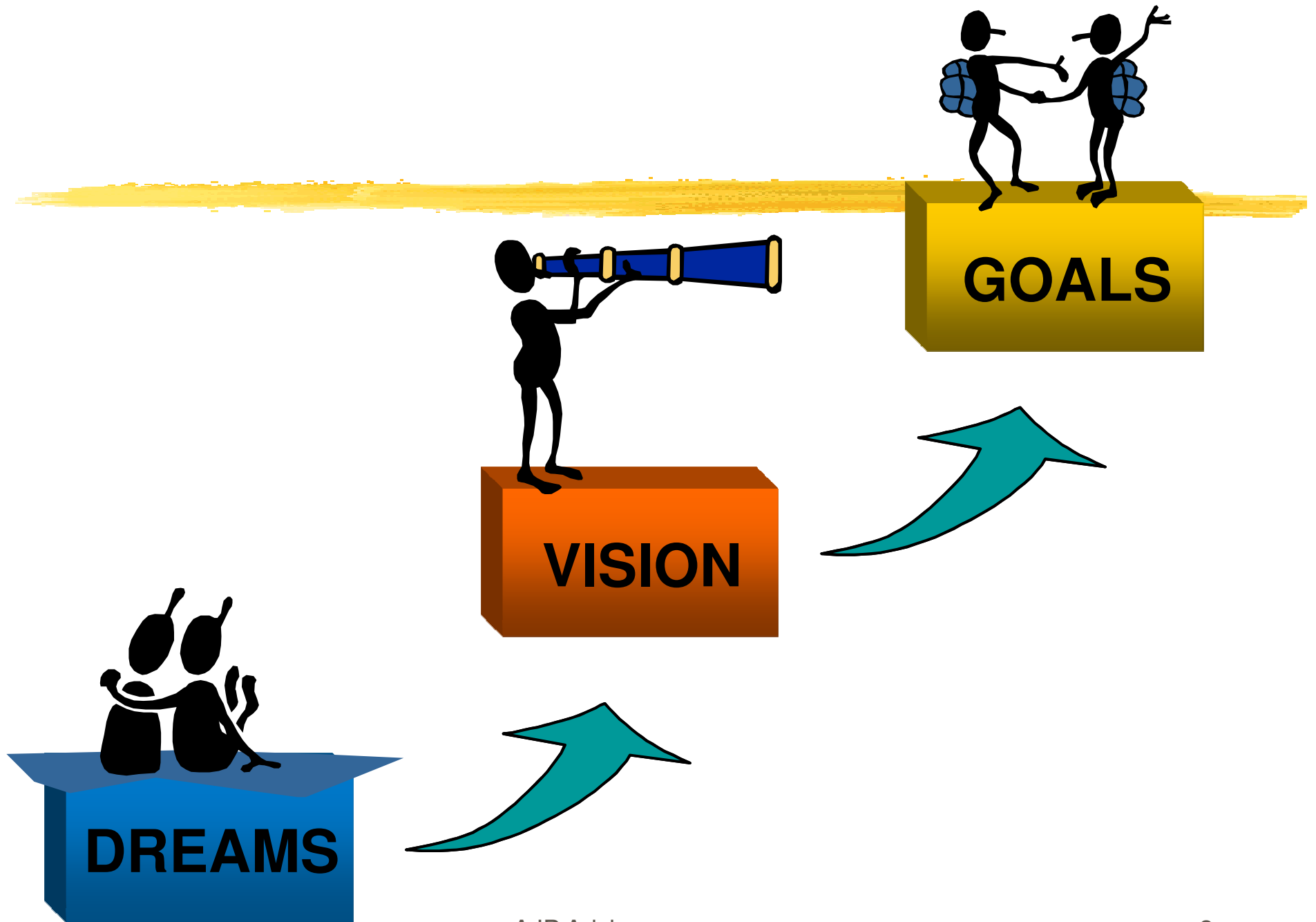


SUPERVISOR



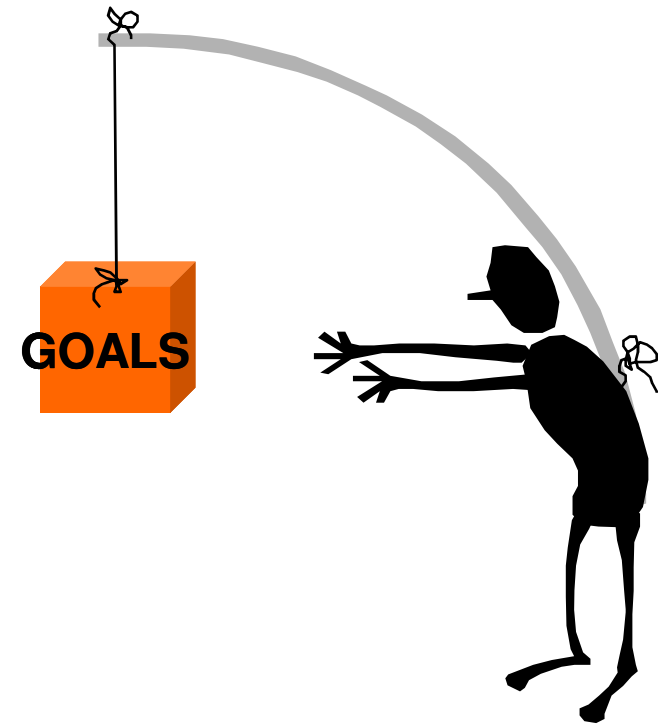
TECHNICAL

AJP Advisers

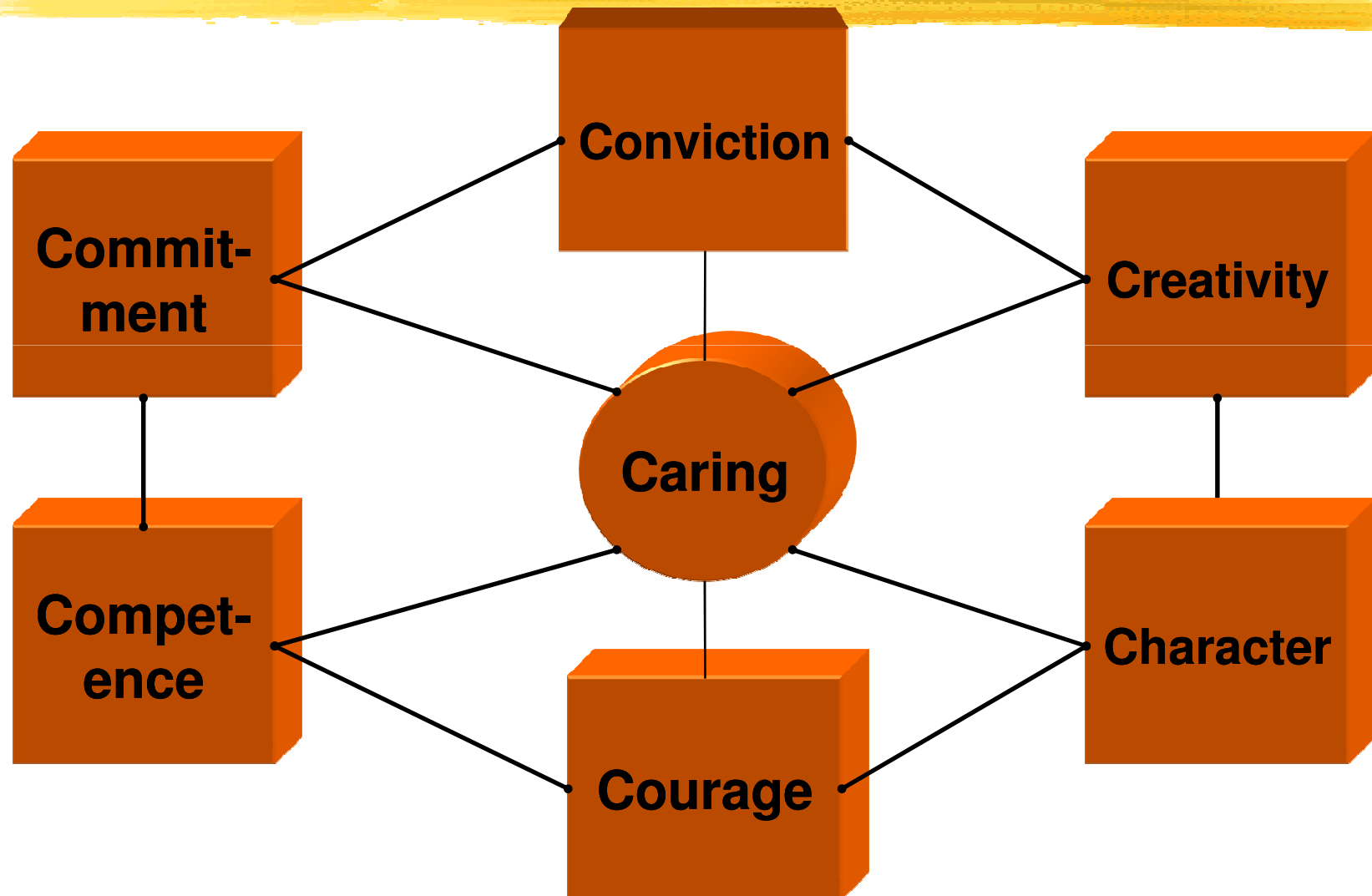


GOALS

- **S***pecific*
- **M***easurable*
- **A***ttainable*
- **R***ealistic*
- **T***rackable*



ACTIVATING GOALS - 7C's



ACTIVATING GOALS - 7C's



CONVICTION

- **You**
- **Product / Service**
- **Company**



ACTIVATING GOALS - 7C's

COMMITMENT - *Full Time*

- **D**esire
- **D**edication
- **D**etermination
- **D**rive



4 D's

ACTIVATING GOALS - 7C's



COMPETENCE

- Knowledge
- Attitude
- Skills
- Habits



ACTIVATING GOALS - 7C's



COURAGE



Courage

- **Positive Mental Attitude**

ACTIVATING GOALS - 7C's



CHARACTER



Character

- **Honesty / Integrity**

ACTIVATING GOALS - 7C's



CREATIVITY



Creativity

- **Make the best of what you have or where you are**

ACTIVATING GOALS - 7C's

CARING



Caring

- **People don't care how much you know until they know how much you care**

Managing



What?

Achieving results through and with people

How?

Management activities

Managing



What?

Achieving results through and with people

How?

Management activities

MANAGEMENT ACTIVITIES

⌘ **P**LAN

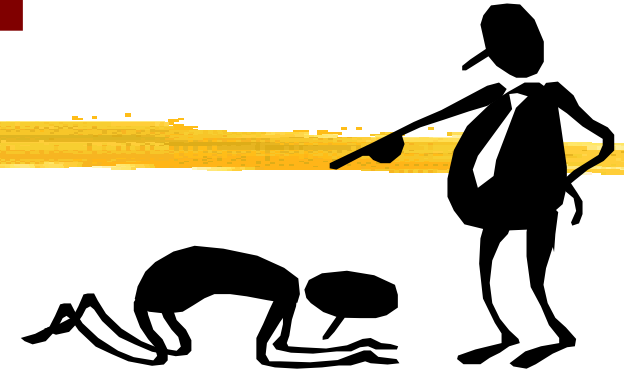
⌘ **O**RGANISE

⌘ **C**O-ORDINATE

⌘ **M**ONITOR



MANAGEMENT



⌘ First 3 Letters - "MAN"

⌘ People → HUMAN RELATIONS
SKILLS (KEY)

4 F's

- Friendly
- Fair
- Frank
- Firm

Problems

- Address the Problems Not the Person
- Maintain The Self Esteem of the Person
- Maintain Cordial Relationship

COMMUNICATION

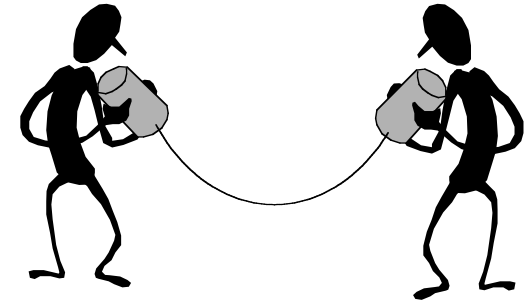
What ? *The Art of Informing and Persuading Others*

How ? *Should Be:-*

 *Simple*

 *Concise*

 *Comprehensive*



Talking And "Listening"

 *We should "LISTEN" More than Talk*

 *We have Two Ears but only One Mouth*

Emotional Intelligence (EQ)



Major factor in the total success of an individual

What?

- **Knowing one's Emotions**
- **Managing one's Emotions**
- **Motivating oneself**
- **Recognizing Emotions in others**
- **Handling Relationships**

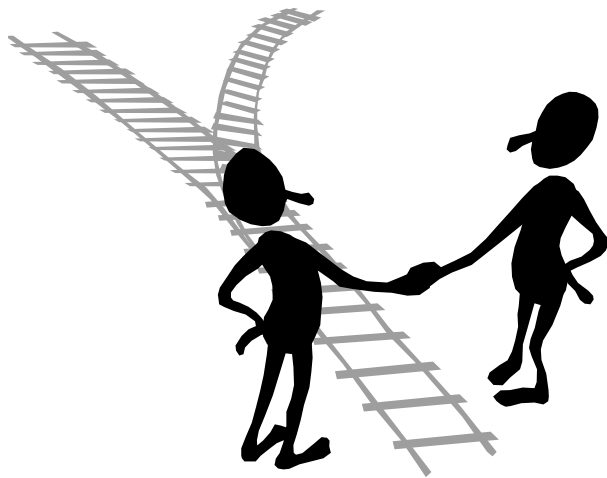
Teamwork

⌘ **T**ogether

⌘ **E**veryone

⌘ **A**chieves

⌘ **M**ore

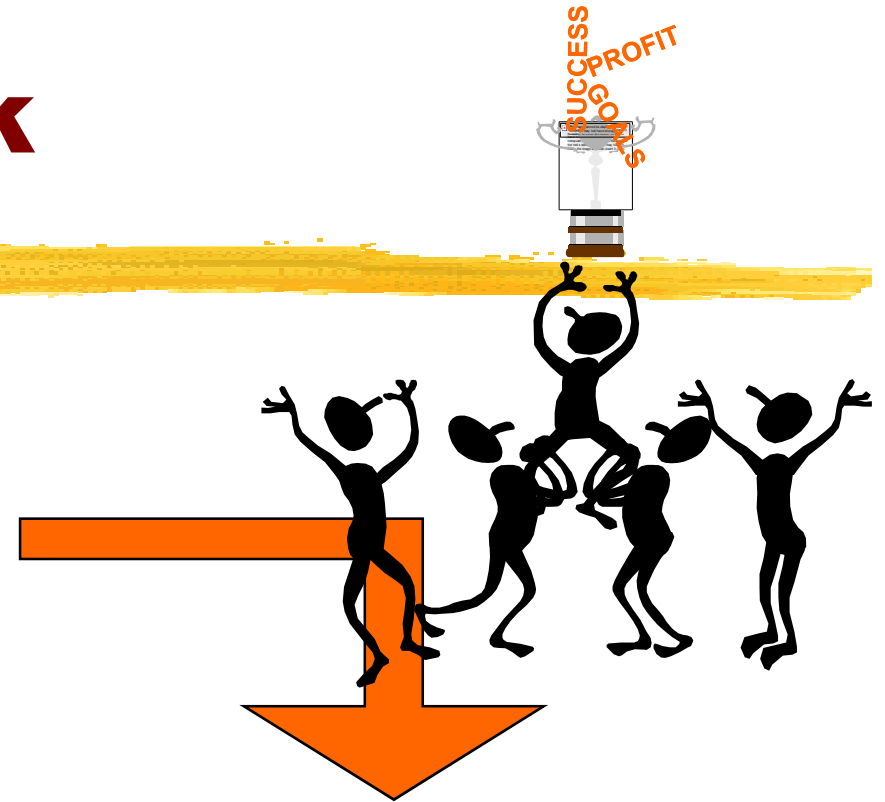


HOW ?

Teamwork

When the Members of the Team:-

- *Are Positive & Goal Directed*
- *See the Objectives of the Department & the Company Greater Than Theirs*
- *Develop a Solidarity with the Group*



MORALE is High Which
Leads to Extraordinary
Performance

◆ *Lower Expense Ratio &
Higher Profitability*

Leaders



Who?

Agile, Flexible people -

who can anticipate **change and respond instantly to new realities**

Manager vs Leader

	Manager	Leader
Status Quo	Accepts/ Maintains	Challenges/ Develops
Focus	Bottom line	Horizon
Asks	How & When	What & Why
Relies	Control	Trust
Does	Things right	Right things

CHANGE

(Dr. Warren Beniss)



“When the rate of change outside exceeds the rate of change inside, the end is in sight”

Two Tests of Leadership:



➔ **Winning for Today**

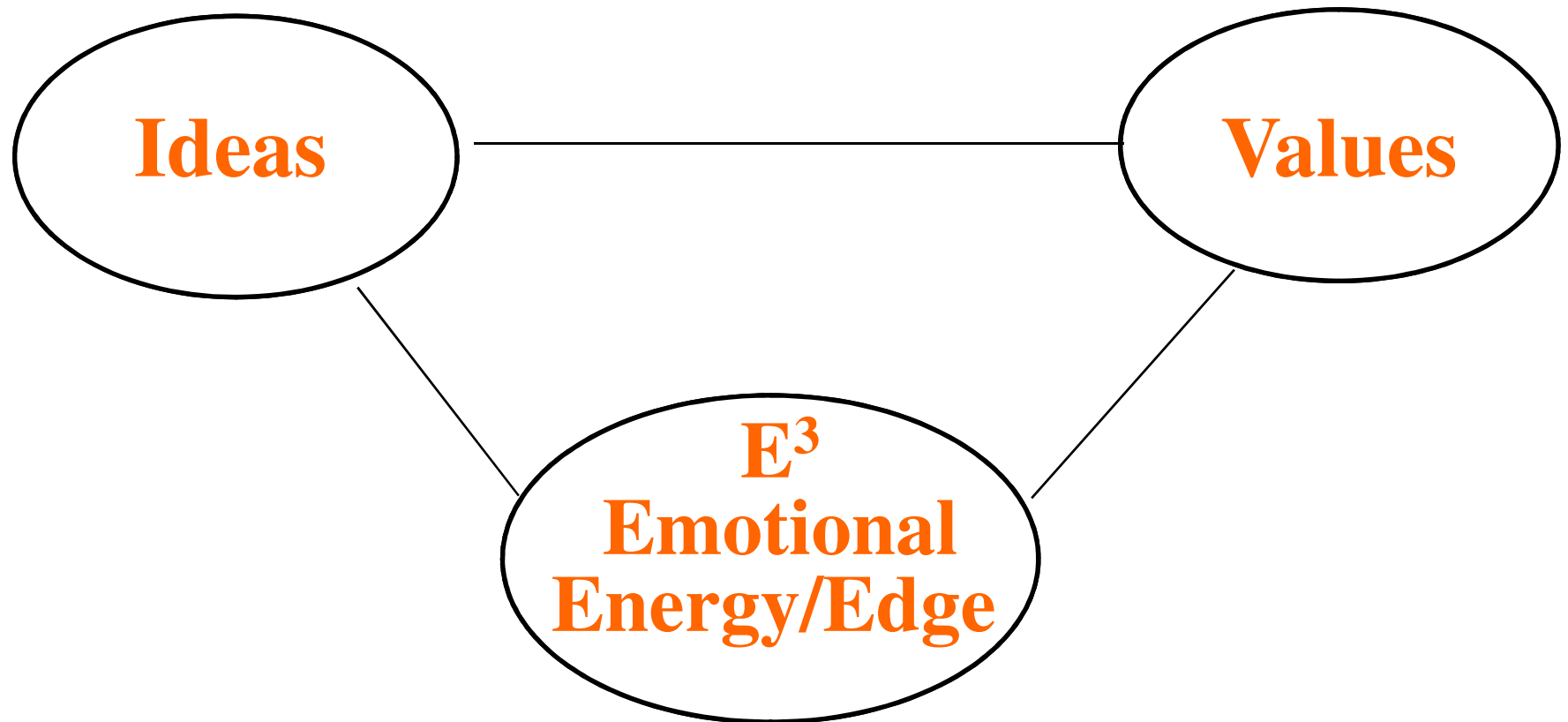
➔ **Building for Tomorrow**

Fundamental Beliefs



1. Winners are judged by **Sustained Success**
2. Winning companies have leaders at **Every Level**
3. The Best way to get more leaders is to have **Leaders Develop Leaders**
4. To develop others, leaders must have a **“Teachable Point of View”**
5. To develop others, you need a **Teaching Methodology**

A Teachable Point of View



Face Reality

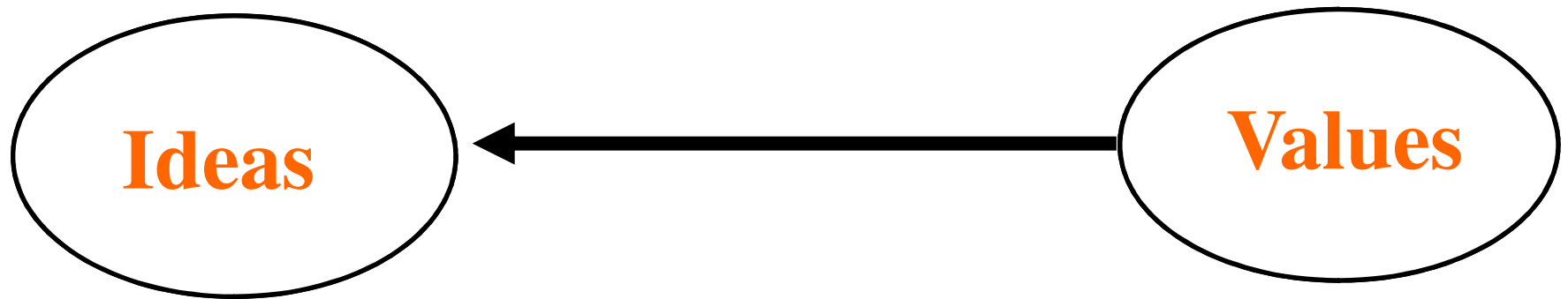


Objectively and Realistically

Analyze the

“Hand You Have Been Dealt”

Teachable Point of View



Business Ideas



Compete in the Marketplace



Financial Soundness – Surplus & ROE



Reward Stakeholders

How Leaders Use Ideas



- ⌘ **Leaders articulate a set of ideas**
- ⌘ **They tie them together**
- ⌘ **They communicate them to everyone**
- ⌘ **They keep them up to date**

Leaders Instill Values



They articulate a set of values - specifically ones that support the business ideas.

They personally embody those values.

They counter pockets of ignorance and resistance to the values.

They review the values and renew them when necessary.

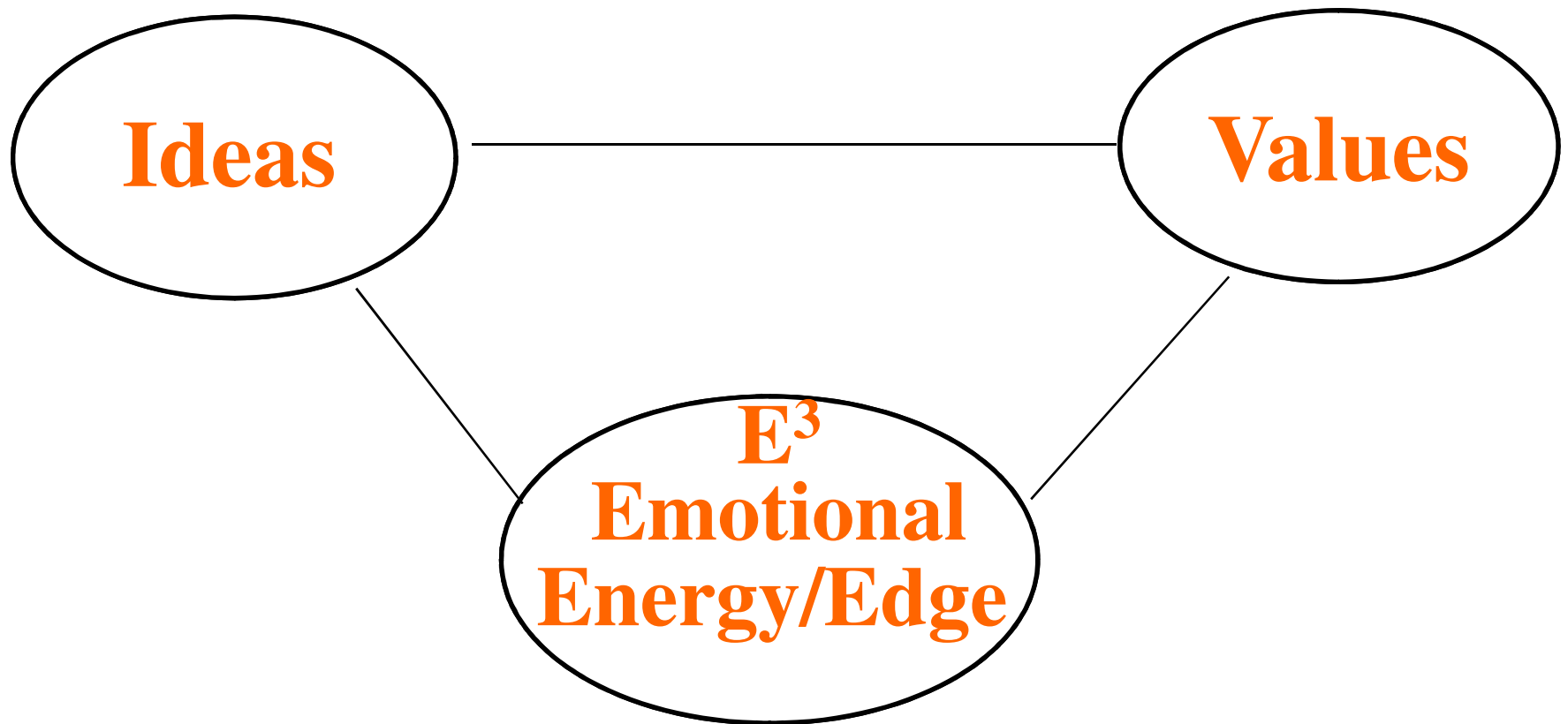
Articulate a Set of Ideas and Values



A set of effective ideas and values will meet the following criteria:

- 1) They will complement each other**
- 2) The values will be clear and action-oriented**
- 3) They will be communicated with sufficient energy**

A Teachable Point of View



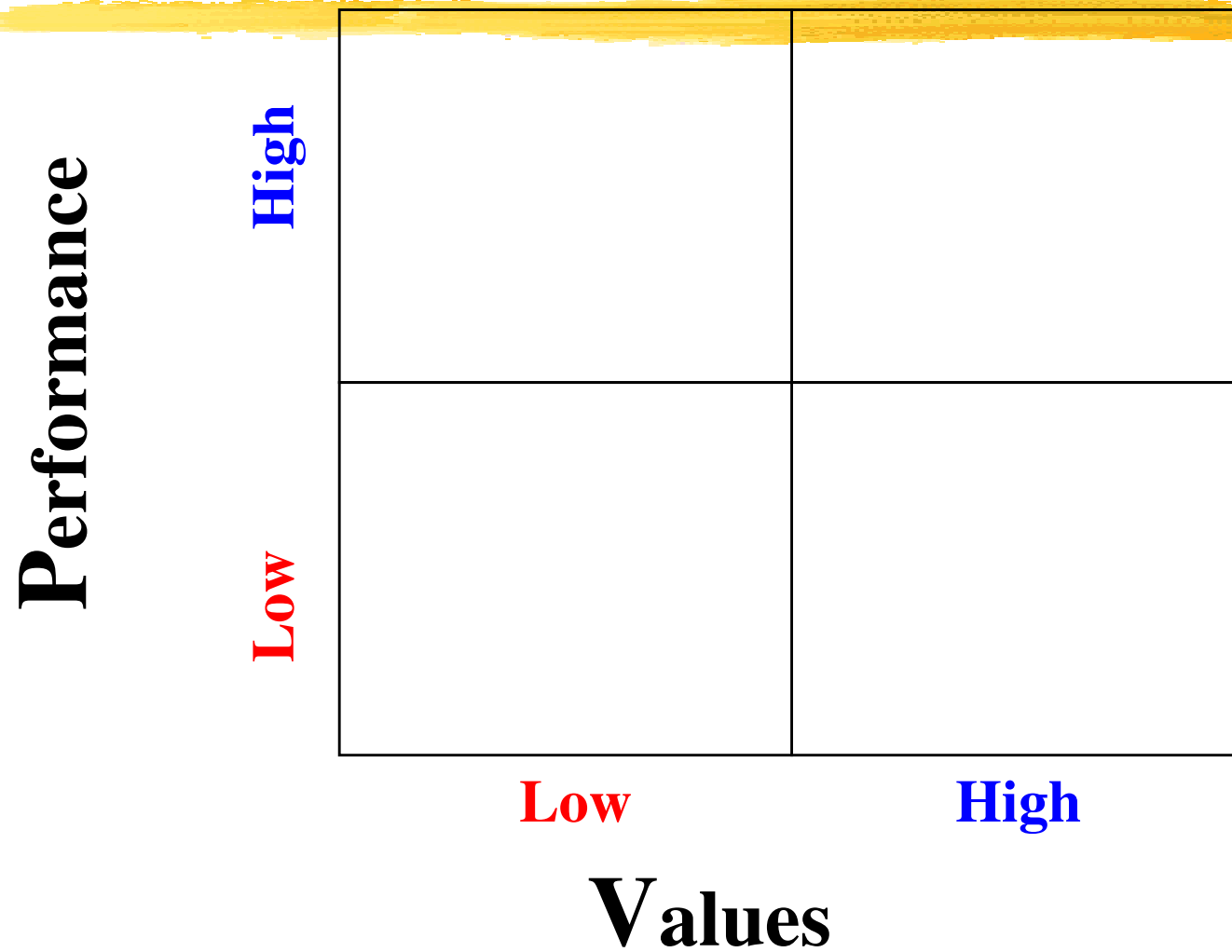
Edge (Judgement)



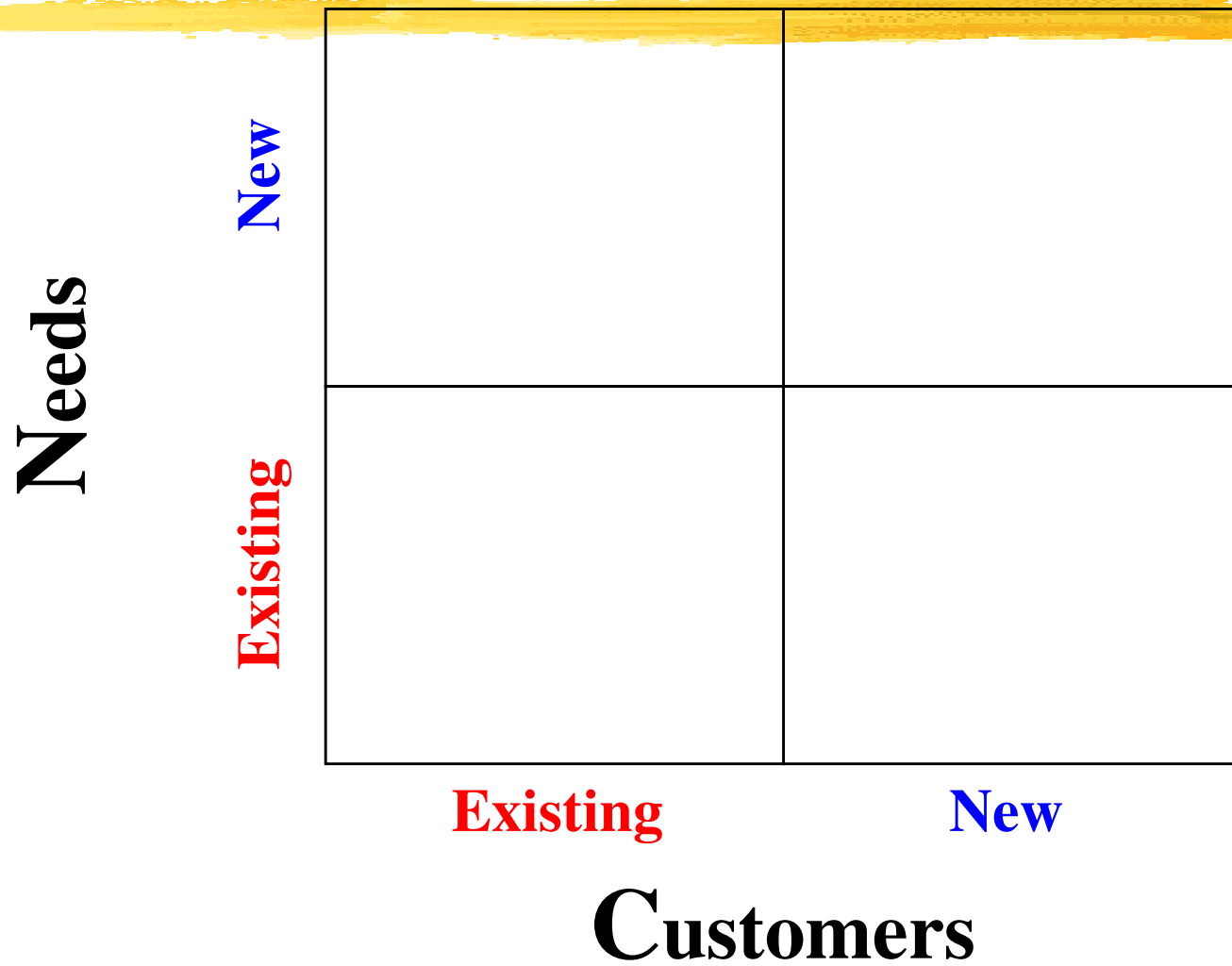
Willingness and Ability to Confront Reality and Make Tough “Yes/No” Decisions on:

- **People** – promoting successors and confronting failures
- **Strategy** – pursuing new businesses and abandoning old ones
- **Crisis** - times of great difficulty or danger

Human Resources



Marketing



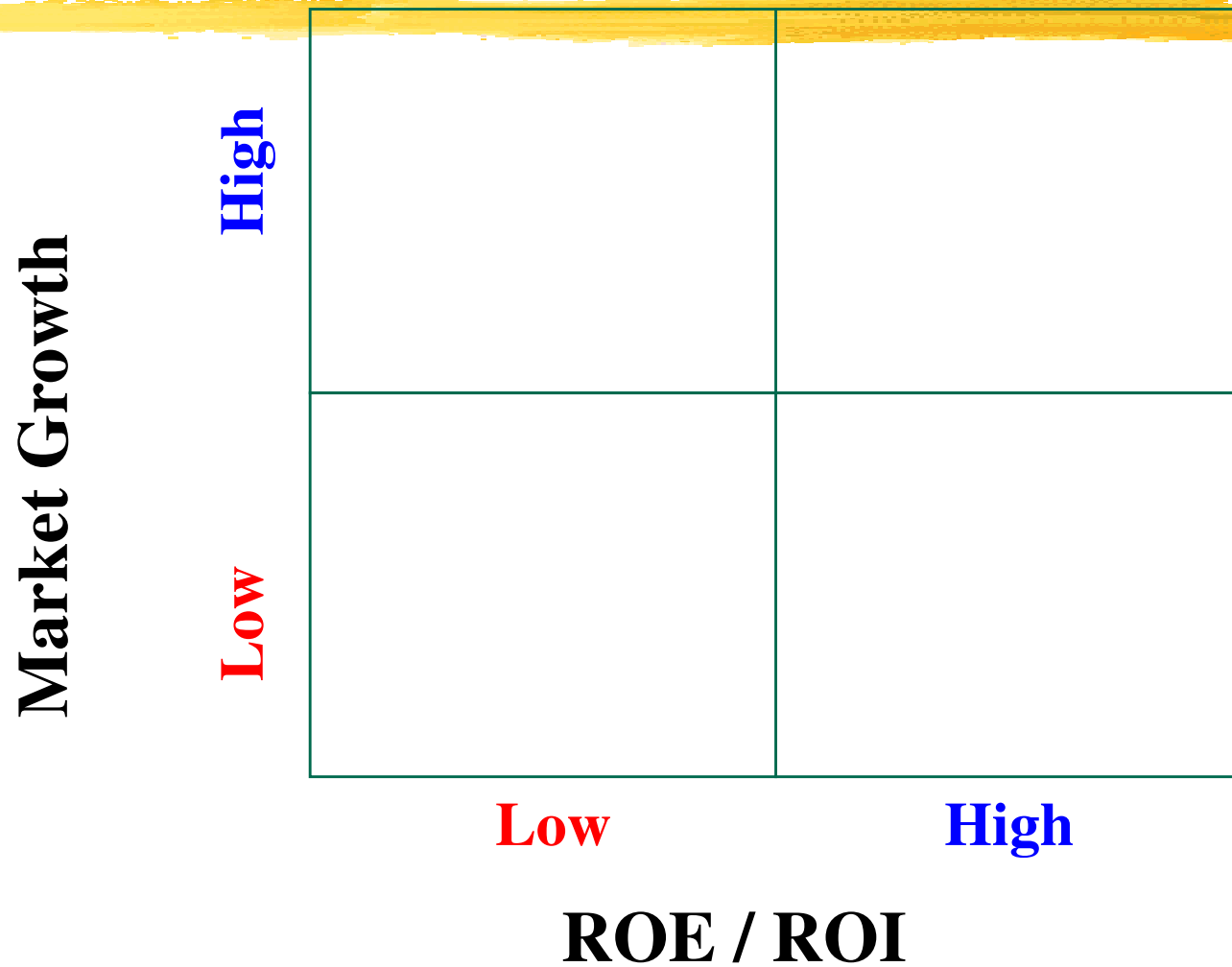
FINANCE



- **Surplus**

- **ROE = $\frac{\text{Net Profit}}{\text{Equity}}$ (shareholders funds)**

Investment / Divestment



Remember ...



**You Will Be Able To Make Most Tough
Decisions If You **Firmly Ground Yourself**
In Your Ideas and Values.**

EMOTIONAL ENERGY



PEOPLE (team) participating in:

- **Generating IDEAS**
- **Developing VALUES**
- **Tough decisions “EDGE”**

LEADERSHIP “COMMUNICATION”

“Where We Are Going” Stories



- ⌘ **The case for change** - Why things can't/shouldn't stay the way they are.
- ⌘ **A vision for where we are going** - So that people will know what to aim for and *want* to get there.
- ⌘ **How we will get there** - The behaviors and actions that people in the organization will have to take.

Leaders Who Develop Leaders

Stories

Stories

Stories

"Teachable Point of View"

- ⌘ **Ideas**
- ⌘ **Values**
- ⌘ **Emotional Energy**
- ⌘ **Edge (Judgement)**

Stories

Stories

Stories

Stories

Great Leaders



Builds Enduring Greatness Through:

- Personal Humility**
- Professional Will**
- Sense of Humour**

Whole Person Concept



Balancing our life in all areas to become a better human being

- **Work/Business**
- **Family**
- **Health**
- **Learning**
- **Community**
- **Spiritual**