

NEW WAVE LEADERS FOR ASEAN IN THE NEXT DECADE

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BACKGROUND

1. Technical Working Group which organized by the Philippines Civil Service Commission, held in Tagaytay during 3-6 December 1995 agreed on the seminar project proposal "New Wave Leaders", which was proposed by Civil Service Training Institute, Office of the Civil Service Commission, Thailand. The proposal was, then, forward to the 8th ASEAN Conference on Civil Service Matters (ACCSM) for approval.

2. ACCSM held in Manila, Philippines during 22-27 January 1996 approved the seminar project proposal on "New Wave Leaders".

3. Civil Service Training Institute, Office of the Civil Service Commission of Thailand carried out the seminar during 23-28 August 1996 in Bangkok and Chiangmai.

4. This seminar was designed to provide the participants with concepts and the common characteristics of new wave leaders suitable for the ASEAN countries as well as the strategies and techniques used for recruitment and development of the desired leaders. The approach was participant-centered. The programme consisted of short presentation, symposium and followed by country reports and group discussion. The participants were required to prepare the country paper before the beginning of the seminar.

THE SEMINAR

1. The Objectives of the seminar are to acquire

- desired core models of leaders suitable for a changing world.
- strategies and techniques for recruitment and development of desired leaders
- better understanding of personality and management style of leaders among ASEAN

countries

2. Participants

Each country nominated three participants, except for Malaysia only two, for Thailand altogether four and none in case of

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Vietnam. They are at a middle management level or higher. The three nominees from each country comprises of one person from the Central Personnel Agency and the other two from the Training Institute and other agencies.

3. Country papers

The participants were required to prepare the country papers on "Models of New Wave Leaders in the Changing World". The papers consisted of

- Concept of New Wave Leaders
- Characteristics of New Wave Leaders
- Roles that New Wave Leaders should play
- Capabilities needed for the leaders to play the roles
- How to locate and develop such New Wave Leaders
- Other alternatives and concepts to share with other participants

4. Outline of the seminar

After the Seminar was declared opened by Mr. Udol Boonprakob, the Secretary-General of the Office of the Civil Service Commission, the first day of seminar was held at SASIN Graduate Institute of Business Administration of Chulalongkorn University and it began with a keynote speaker in "Globalized Leaders" by Dr. Robert Koenigs, President of SYMLOG group (U.S.A.) and Dr. David Carroll, President of Carroll and Associates (U.S.A.). The next session was Symposium on Regional Scenarios of the next decade which comprise Technological Scenario by Mr. Charuchai Charuvastra, Managing Director of SAMART group, Economical Scenario by Dr. Deunden Nikomborirak of Thailand Development Research Institute (TDRI) and Social and Political Scenario by Dr. Diana Wong, Deputy Director of Institute of Southeast Asian Studies, Singapore which has Mr. Eusoff Agaki, Director of ASEAN-EC Management Center as a moderator. The last three days were held in Chiangmai

and began with country report for the first day, group discussion (divided into three groups which discussed the same topic) on the second day and presentation on the third day.

THE CONCLUSION OF THE SEMINAR

1. SCENARIO.

The time frame of New Wave Leaders is 10 years ahead. By that time there will be four categories of changes that will have the greatest effect on leadership in the civil service. Those are political, economic, technological and social.

1.1 For political changes, the government will become less isolated and more open on a global scale. There will be more democratic process within the government. The government of tomorrow must be more transparent.

1.2 On the economic changes, it is the growing importance of the Asia Pacific Rim and ASEAN. There will be the clearer trend of trade liberalization.

1.3 Looking into technology, it will be the increasing use of IT. The amount of information that is easily accessible will have profound impact on education, business and daily lives. IT will also causes problems in the growing gap between the **have** and **have not**. The people that have acceded to this technology will have a far greater advantage to those who have not. The biotechnology will have impact on agricultural societies.

1.4 For social and cultural aspects, there will be more inter-cultural mixing through immigration, emigration, all types of media, music, clothes and languages. Products and different types of information will infiltrate our perspective culture. On a social scale, importance of **human development issues** such as human rights and the environment are growing. However, the problems on drug abuse and crime are still going on and there will be more problems on AIDS and other diseases caused by pollution, increasing population and the greater mixing of that population.

2. The Model of a NewWave Leader suitable for the ASEAN countries.

Discussing a model for a New Wave Leader suitable for the ASEAN. The best way is to look at how ASEAN countries stand apart from the rest of the world. There are **basic underlying six common** major characteristics that can found in all our countries.

1. Growing economies
2. The importance of ASEAN in the world
3. Agricultural to technological based economies
4. Political stability
5. Family oriented
6. Importance of religion

The above six common characteristics can be used to create a model New Wave Leader for the ASEAN countries.

2.1 Growing Economies

All of our countries have growing economies. Over the last two decades there has been tremendous growth in all of the ASEAN nations. Along with this economic growth, we are experiencing greater affluence both at a social level as well as a political one. Although poverty still exists in our region we have and are making great strides in eradicating it. ASEAN is no longer thought of as a third world region, but a region of new economic tigers. The ASEAN countries have changed as a region and will continue to do so. Therefore, due to these changes, the New Wave Leader will also be from a changed generation. What do we want and expect from these New Wave Leaders? When looking at our growing economies and our ever increasing affluence, these are some of the traits we feel a New Wave Leader must possess.

(1) **To be Visionary**, meaning to be able to look ahead to anticipate the changing trends of the future and to be able to prepare himself and the nation for those changes.

(2) **Well educated**, not just in economics or politics but, in as many fields as possible, the term that thought would suit a New Wave Leader would be “**an educated generalist**”.

(3) **A Problem solver**, with growing economies we are also experiencing a growing amount of problems; urbanization, pollution, inadequate infrastructure and many others. The New Wave Leader will be expected to solve these problems promptly.

(4) Service oriented, as the people become more financially well off, they will demand more and better services from the government. Therefore, a New Wave Leader will not only have to give quality service but also give service with quality.

2.2 The Importance of ASEAN in the world.

With our growing economies, ASEAN countries are starting to, and will be asked more and more in the future to take a greater role in world affairs, both individually and as a region. The importance of the Pacific-Rim now and in the future ensures that the ASEAN countries will be in the spotlight in the years ahead. Therefore, a New Wave Leader must also have these attributes.

(1) Communicator, A New Wave Leader must be an excellent communicator. He must be able to communicate his thoughts and plans for the future not only to the nation, but to the region and the world as well.

(2) Collaborator, A New Wave Leader must be able to collaborate within the government, between the government and the people and also with regional and global leaders. They must collaborate for continued economic success as well as for continued peace in the region.

(3) Charismatic, By this which means a person who is well liked by the people of the nation, and who is also liked and respected within the international community.

2.3 Agricultural to technical based economies

As all our nations move away from our traditional agricultural based economies to more technical ones, many changes are, and will continue to take place. Continued urbanization and advancements in technology will all have huge impacts on the ASEAN future. The model of New Wave Leader will have to be.

(1) Technocratically inclined. By this, it does not mean the New Wave Leader must be a **Technocrat**. But the New Wave Leader must be able to understand and see the future trends in technology. By doing this, the country will benefit from employment and investment opportunities as well as financially as a whole.

(2) Environmentally aware. With more emphasis on technology than agriculture there are finding more factory workers and less farmers in all ASEAN countries. The New Wave Leader must be able to use new technology in order to make the most of decreasing land and manpower in the agricultural sector, Also, pollution, hazardous waste and the effects that this transition will have on our nations must be taken very seriously.

2.4 Political stability

Another characteristic of the ASEAN nations is that the politically stable and have been that way for quite a long time. In order to keep this stability, the New Wave Leader must :

(1) Think nationally. In every way possible, this New Wave Leader must always do what is right and best for the nation.

(2) Think regionally. The New Wave ASEAN Leader must look towards the importance of the region as a whole.

(3) Think globally. Also, the New Wave Leader must think globally so as not to miss out on any possible opportunities.

(4) Mediator. The New Wave Leader must act as a mediator and not as a supreme authority. As was stated before the ASEAN nations are all very diverse and so are the people living in them. A New Wave Leader will have to act as a mediator in the future to ensure harmony between all the diverse groups in the nations.

2.5 Family oriented

Throughout history every country has been family oriented. They all hope for this trend to continue, they feel the New Wave Leader must have certain attributes that are in line with family values.

(1) Honesty. The New Wave Leader must be honest in his dealings and most important, honest to the people.

(2) Trustworthy. A New Wave Leader must be able to be trusted. Anyone who does not have full trust of the people will not be able to lead effectively.

(3) Pro-family. A New Wave Leader should also be pro- family, helping to enact laws that support the family unit.

2.6 Importance of religion.

The last common characteristic of the ASEAN countries is the importance of religion. Whether it be Christianity, Buddhism or Islam, religion plays an important role in the way we live. In this aspect we feel that a New Wave Leader must possess the following characteristics.

(1) Tolerance for diversity. The New Wave Leader must be tolerant within the country and the region to different religions and ethnic groups. A New Wave Leader must be able to bring people together and not tear them apart.

(2) A sense of spiritualism. The New Wave Leader must respect their country's own religion or religions as well as the regional religions as well.

This is the Ideal Model for the ASEAN New Wave Leader, As can be seen from this model, there will be a lot expected from the leaders of the future. They will have many demands put to them and they are going to have to respond quickly. The ASEAN nations are developing rapidly and we as a government official must help to develop the new ASEAN leaders just as rapidly.

3. Strategies and Techniques for Recruitment and Development of New Wave Leaders.

When talking about strategies and techniques for recruitment and development of New Wave Leaders, many ideas from all the participants were shared. In this summary, some of the best ideas for recruitment and development will be put forward. Although, some of these ideas are already in place in some of the member countries, these seem to be of importance to ASEAN as a whole. What they did, was to borrow the best ideas already in place, and that have been proven to work, and then put in new ideas keeping the future and ASEAN in mind. For the purpose of simplicity they have divided this conclusion into two parts, the first dealing with recruitment and the second dealing with development of New Wave Leaders.

3.1 Strategies and Techniques for Recruitment of New Wave Leaders.

When it came to discussing the strategies and techniques for recruitment of New Wave Leaders, all the participants agreed that this was of the utmost importance. As seen from our previous models, the New Wave Leader is going to have to be highly educated, socialized and possess high degree of integrity and honesty. The task put to us, is how to find, and then recruit such a person. These are the strategies and techniques that must be implemented in order to find this type of person.

(1) Recruitment through Education. By looking at young people from early age, especially those who are high achievers in academics and other areas in school, trying to detect those who may play a future role as a New Wave Leader. If we can identify these young people, at a senior high school level, then we can offer them scholarships for higher education and also show them the opportunities and future they may have in government service. If the government agencies reach out to the younger generation that they will come forward and want to be a part of making their country a better place. An other idea that fell under this category was letting these students take part in ASEAN exchanges. This would open their minds to the different cultures of ASEAN as well as giving them a more regional mind set.

(2) Career advancement path. If the government agencies want to recruit the best possible people for government service, they must be able to show that in the government, as in the private sector, there is room for advancement, and this advancement will be based on performance and performance alone. If they cannot offer a bright young person an exciting and challenging career path they will definitely lose that person to the private sector.

(3) Competitive remuneration. As governments can not pay on a comparable level to the private sector. But, what it can be done, is to try as much as possible to be competitive. This would attract the best people to the government and also eliminate any corruption. If the government paid competitively, that they would have no need to go to the people, because the people would come to them. The word remuneration was used purposely to say that non-monetary benefits could possibly be given as incentives to enter the civil service.

(4) Image/reputation. The government must create an image or reputation as being a place where creative and innovative people are wanted and will be allowed to use their talents.

(5) Lateral entry. This point was brought up by all three groups as a way to fix problems and get qualified people into the civil service. If people have proven themselves in the private sector and want to enter the civil service, they could, for example, be put into a similar position at a similar level as they held before. If the public sector could recruit successful people from the private sector and incorporate them into the civil service, the benefits would be tremendous.

(6) Examinations. In Thailand, the Office of the Civil Service Commission is in the process of establishing an Assessment Center Methodology (ACM) for executive appointments and

for the early identification of potential New Wave Leaders and executives. These ACM programs will provide information on essential leadership potential and management abilities of candidates for entering executive positions. Similarly, the Philippines Civil Service Commission has now established the Career Service Professional Examination. This is used as a strict guide for those wishing to move to higher levels of government service. The candidates must receive a score of no less than 80% on the examination before being accepted to a higher level of civil service. This rules out promotion based on seniority and puts the brightest people into the best possible positions.

3.2 Strategies and Techniques for Development of New Wave Leaders.

Once the problem of recruitment was tackled, the next step is development. They all decided, there must be new strategies and techniques applied to the perspective systems in order to produce New Wave Leaders. There will be some ideas to be considered for use in the future in order to help create these new leaders in terms of the New Wave Leader suitable for all ASEAN countries.

(1) Training the trainers. In order for training to take place, it must have qualified trainers. They suggested that the government take the initiative to hire professional teachers to teach the trainers how to properly train people. The more qualified a trainer is, the more benefit the trainee will receive from the training.

(2) Mentor system. By assigning a higher ranking official to a subordinate to mentor or coach them, would have far reaching benefits. This mentor should be looked at as also a counselor or even a friend. This mentor could give advise when asked and also answer questions that the younger worker may have. Also, this mentor could help push the younger worker to excel in his work by praising him for his accomplishments and giving the subordinate friendly criticisms when needed.

(3) Mid-Management development. At present, there is too much emphasis on the training of top level civil servants. These people are probably the most qualified and already have the experience to do their jobs well, or would not be in their positions. Also, why spend so much money on training older members of the civil service when they will be retiring soon. They believe that more attention should be paid to the training of mid-level managers as they will be the ones who will train the younger New Wave Leaders.

(4) Job rotation. This is an interesting aspect of training that would help produce a well rounded and well educated civil servant. By changing jobs every two or three years the young civil servant will be well trained and informed as how the whole government works. Also, by using this method of job rotation, we will discover peoples strengths and weaknesses and also the people will get the best kind of training.

(5) ASEAN Training Center in Management (ATCM). The establishment of an ASEAN Training Center in Management for the use of both the public and private sector would benefit all of ASEAN in helping to develop and train New Wave Leaders. Not one could learn from each other in all aspects of management and leadership but could also eventually create an ASEAN training system that could be used by all the ASEAN countries. The group target for this center are true New Wave Leader, those are supervisors and middle managers.

(6) Exchange of personnel. The exchange of personnel, both within the governments of ASEAN countries as well as with the private sector, NGO's and other organizations. This would lead to a greater understanding between governments and also between the governments and the people.

(7) Evaluation and feedback. As important as the training itself is the feedback one receives from training. There should be on going evaluations of workers, but in a constructive way. Also, everyone felt that there should be constant feedback as to the performance of the individual. Everyone wants to know what their superiors think of their work and that feedback should be given out as much as possible either verbally or by a written report.

These were the main ideas we had on the recruitment and development of New Wave Leaders. These ideas came from all three groups and were agreed upon to be the most significant. There remains a lot to be done in both these areas, but when hearing the ideas from all the member countries it seems the ASEAN region is well on it's way to solving the problems of recruitment and improving the quality of training.