



The Inner Work of Leadership – Leading from the Inside Out

Introduction to the Malaysia Leadership Summit

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Founder of Leaderonomics

Welcome to the Malaysia Leadership Summit 2026

- Leading From the Inside Out
- A conference about becoming the kind of leader others want to follow.

Today is NOT just another conference.

It is a room filled with...

- Ideas
- Experiences
- Stories
- Possibilities
- Future friendships
- Future partnerships
- Future transformation

The greatest opportunity today is sitting beside you.

4 Invitations for Today

1. Choose Curiosity over Comfort
2. Be a Host, not a Guest
3. Collect Relationships, not just Notes
4. Lead From the Inside Out

Choose Curiosity Over Comfort

- Sit beside someone new.
- Ask better questions.
- Listen more than you speak.
- Every person here knows something you don't.

Challenge: Meet someone outside your organisation.

Be a Host. Not a Guest.

Don't wait to be welcomed. Welcome others.

See someone alone?

- Walk over.
- Smile.
- Introduce yourself.
- Connect them with someone else.

Collect Relationships, Not Just Notes

Ideas inspire.

Relationships transform.

One conversation can change your life and its trajectory.

Lead From the Inside Out

Real leadership begins with identity.

Not 'What should I do?'

But 'Who am I becoming?'

The MLS Challenge

- **Meet 15 New People**
- **Learn 10 New Ideas**
- **Make 5 New Commitments**

**Don't let today change your notebook.
Let it change you.**

Leave Your Titles Outside

- CEO
- Manager
- Founder
- Student
- Government
- HR
- Entrepreneur/Owner

Today we're
simply leaders
learning from
leaders.

Today's Behaviour:

- Smile first.
- Connect first.
- Learn deeply.
- Give generously.
- Share courageously.
- Be Open To Transformation

Let's build
something
extraordinary.
Together.

Meet **3 New Persons**

You Have Never Met Before And:

- Ask Them Who They Are – Their Real Identity
- Ask Them Why They Are Here – at this MLS
- Then you tell them your story
- Finally, Get their Business Cards



This is what the world sees.



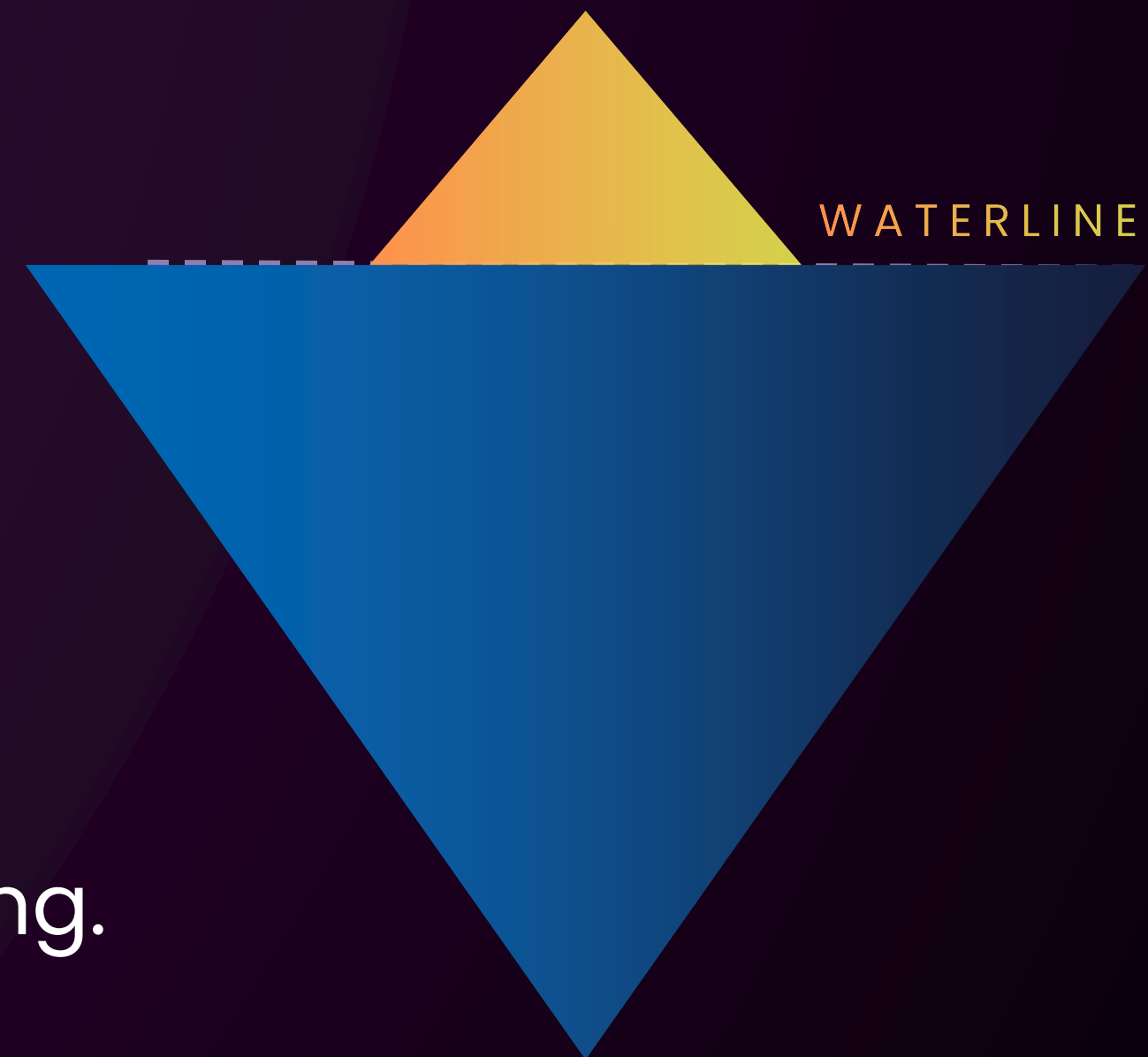
***Today,
you will see a lot of success.***
You will see almost none of what created it.

THE FIRST PRINCIPLE

Every result is the tip of an iceberg

10% is what the world measures.

90% is who you are when no one is watching.



THE PARADIGM SHIFT

THE COMMON MYTH

**Leadership is what
you DO.**

So we collect tactics, frameworks, and best practices — and bolt them on from the outside.

THE UNCOMMON TRUTH

**Leadership is who you
ARE — leaking out.**

Under pressure, you don't rise to your strategy.
You fall to your identity.

THE QUESTION BENEATH THE QUESTION

Why do some people,
companies and nations
truly transform
— *while most just perform?*

WHY MOST CHANGE FAILS — PART 1

We try to lead from the outside in.

- 1 Chase the result** — when the number slips, we panic about the number.
- 2 Tweak the system** — reorganise, re-incentivise, re-launch.
- 3 Rarely touch identity** — the one layer that actually drives the rest.

“Copy the best practice. Hire the consultant. Launch the initiative.” It looks like progress. It rarely becomes transformation.

WHY MOST CHANGE FAILS — THE BRAIN

Your brain treats imposed change as a threat.



When change is pushed in from outside, the amygdala fires a survival response — and the thinking brain, the prefrontal cortex, goes offline.

You get compliance. Never conviction.

THREAT
≠
GROWTH

Self-determination research: the amygdala distinguishes a choice you made from a change done to you.

WHY MOST CHANGE FAILS — PART 3

**Carrots and sticks buy compliance.
They cannot manufacture belief.**



AUTONOMY



I chose this.

COMPETENCE



I can do this.

RELATEDNESS



I belong here.

The three things the brain needs to own a change — none can be bought.

Transformation** is an **inside job.

You cannot push it in. You can only grow it out.

THE INSIDE-OUT ENGINE

CORE → **CODE** → **CARGO**

Who you are.

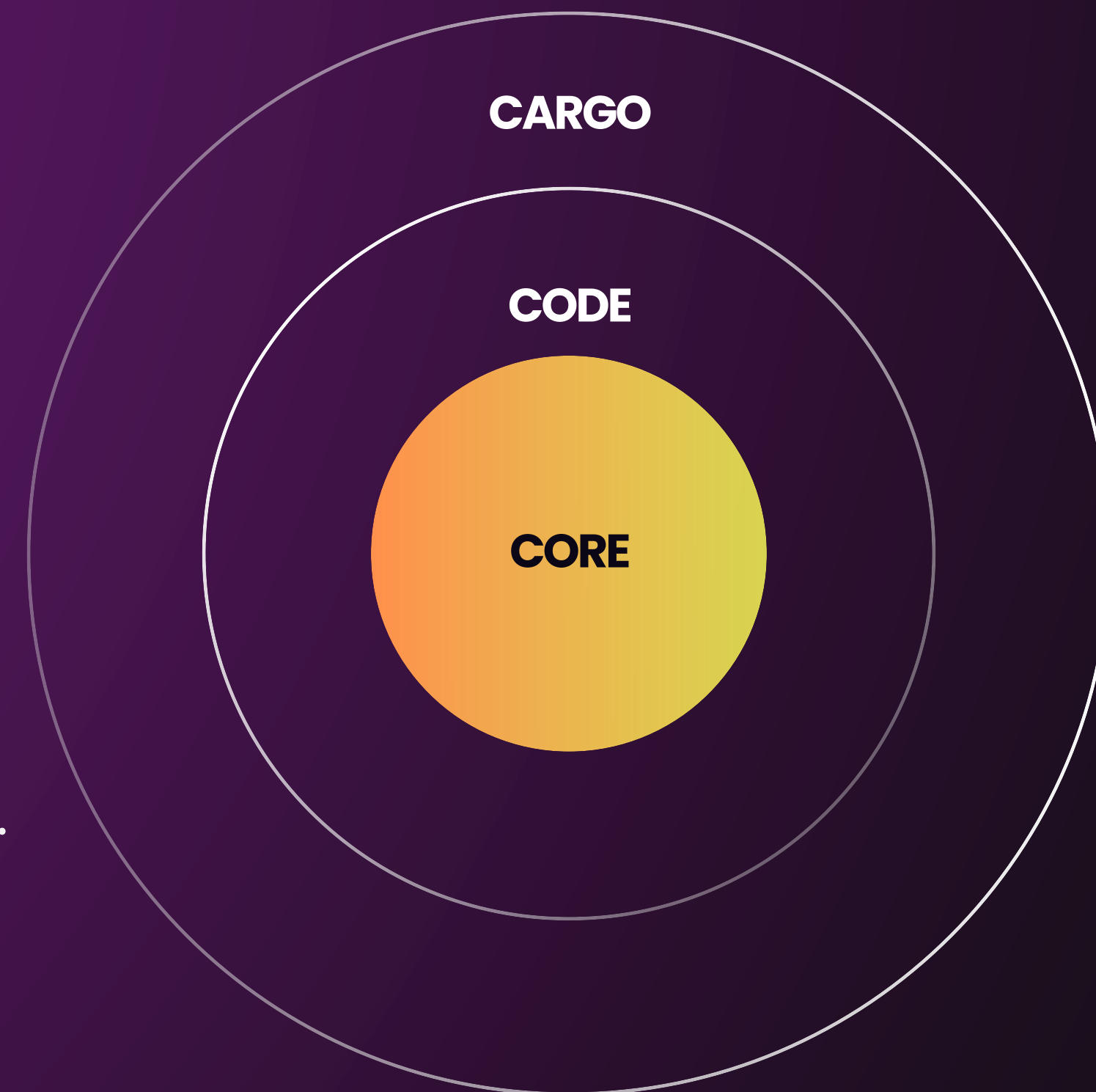
How you operate.

What the world sees.

 **LAYER 1
CORE — who you are**
Identity. Conviction. The reason you exist.

Invisible. Slow to build. Non-negotiable.

Individuals call it character. Companies call it culture.
Nations call it values.

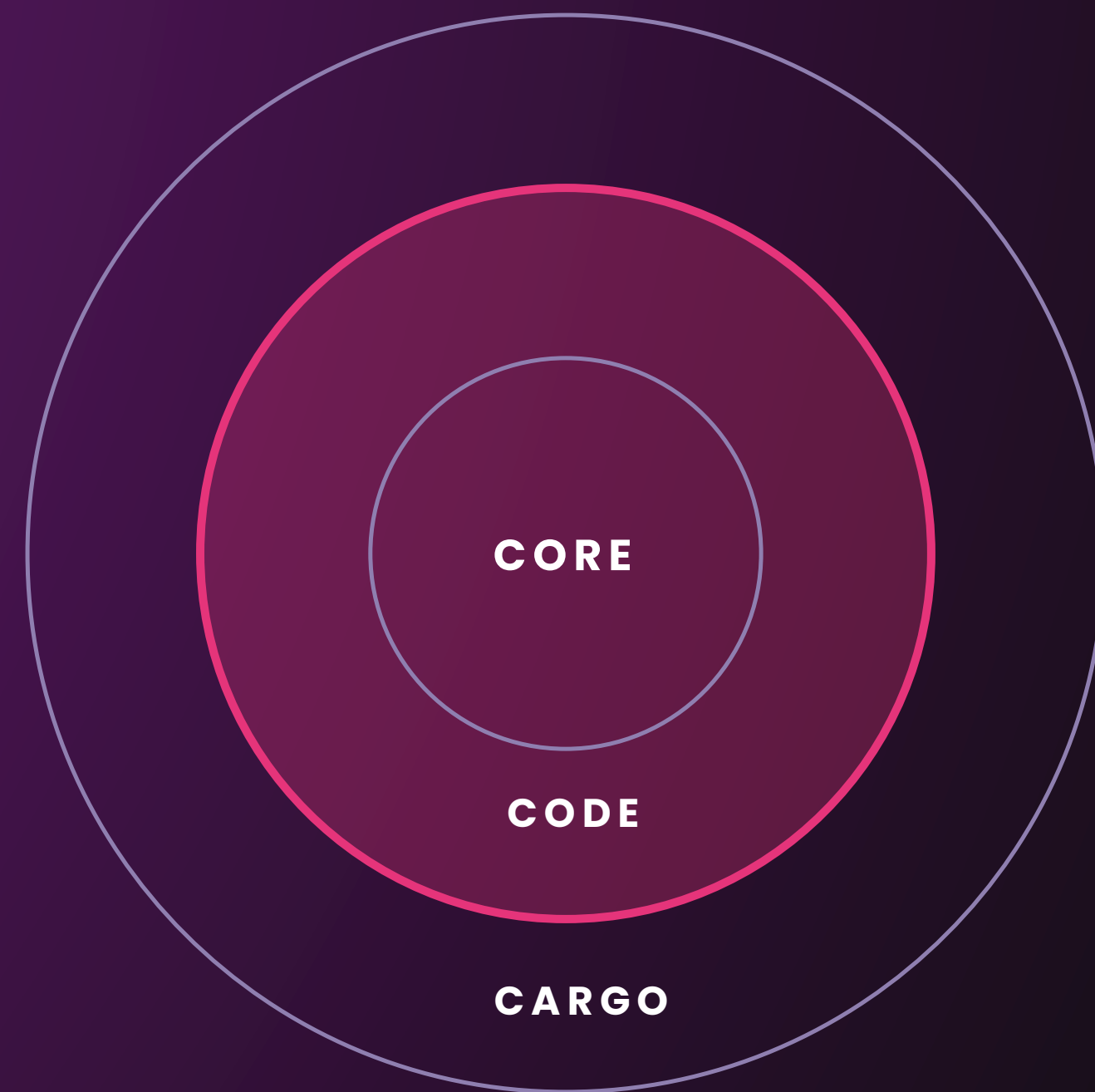


LAYER 2 CORE — how you operate

**Your operating system: culture in motion
— systems, structure, strategy, habits.**

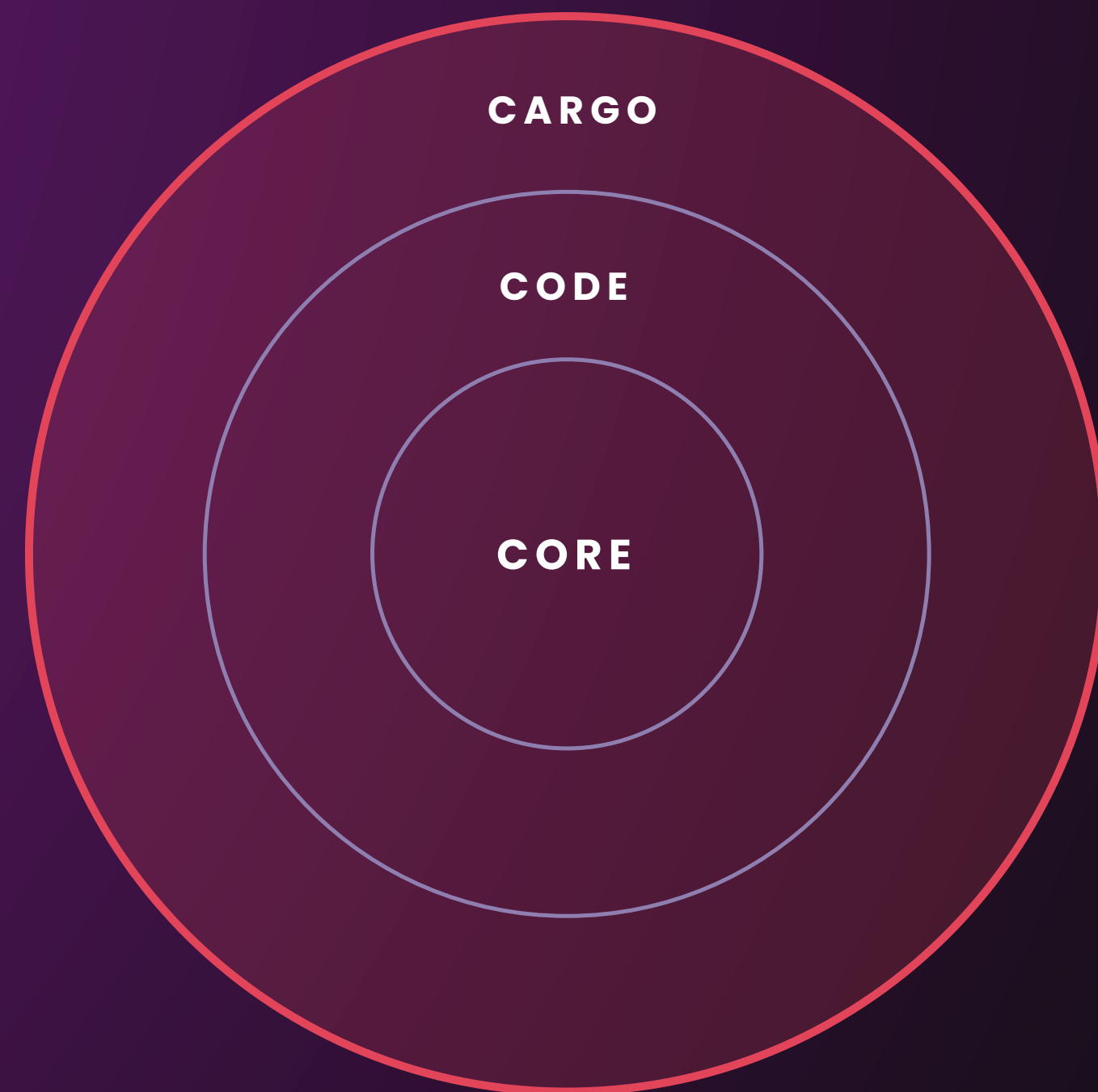
It turns the Core into action.

In the AI era, everyone can copy your Code overnight. ***Your Core is the only moat left.***



 **LAYER 3
CARGO** — **what the world
sees**
Results. Growth. Output. Valuation.

The only layer the market measures —
and the last one you should start with.



THE ONE LAW

***You cannot scale
what you have not **clarified**.***

Cargo is always a by-product of Core. Always.

THE SAME ENGINE, THREE SCALES

Individual. Company. Nation.

One law: output is a by-product of identity.

LEVEL 1 — THE INDIVIDUAL

Who you are sets the ceiling on what you build.

CORE



Who am I, and what do I stand for?

CODE



My habits, disciplines and relationships.

CARGO



My titles, wins and reputation.

Most people spend a career polishing the Cargo (the CV) while neglecting the Core (the character).

LEVEL 2 — THE COMPANY • CASE 1

Marvel didn't fix its products. It re-discovered its identity.

1996 Bankrupt. Buried under ~\$250M of debt, fighting to stay a comic-book publisher.

The shift *"We're not a comic publisher. We manage a universe of 5,000+ characters."*

The result Clear Core → a licensing & film engine (Code) → Iron Man, 2008 → a global empire.

Same characters they'd always owned. What changed first was how they saw themselves.



LEVEL 2 — THE COMPANY • CASE 2

Microsoft: culture before code, code before Cargo.

2014, Satya Nadella rewires the Core: from a “**know-it-all**” culture to a “**learn-it-all**” culture. Identity first. Products second.



He changed the Core. The Cargo followed.

~\$300B

2014



\$3T+

2024 • ~10x

LEVEL 2 — CLOSER TO HOME • MALAYSIA

AirAsia: a clear Core turned RM1 into a continent.



2001 Bought for RM1 — with ~RM40M of debt. Tony Fernandes mortgaged his home.

The Core A conviction: ***“Now Everyone Can Fly.”***

The Code → Cargo A no-frills operating model built around that why — and a regional aviation giant.

The capital was one ringgit. The asset was clarity.



LEVEL 3 — THE NATION

Nations rise from the inside out, too.

Singapore began with almost no resources — only **clarity**.

CORE A defined national identity & vision — incorruptible, meritocratic, world-class.

CODE Institutions, rule of law, education and housing built to serve that vision.

CARGO Third-world to first in a single generation.

Lee Kuan Yew didn't import a finished country. He clarified an identity — then built outward.

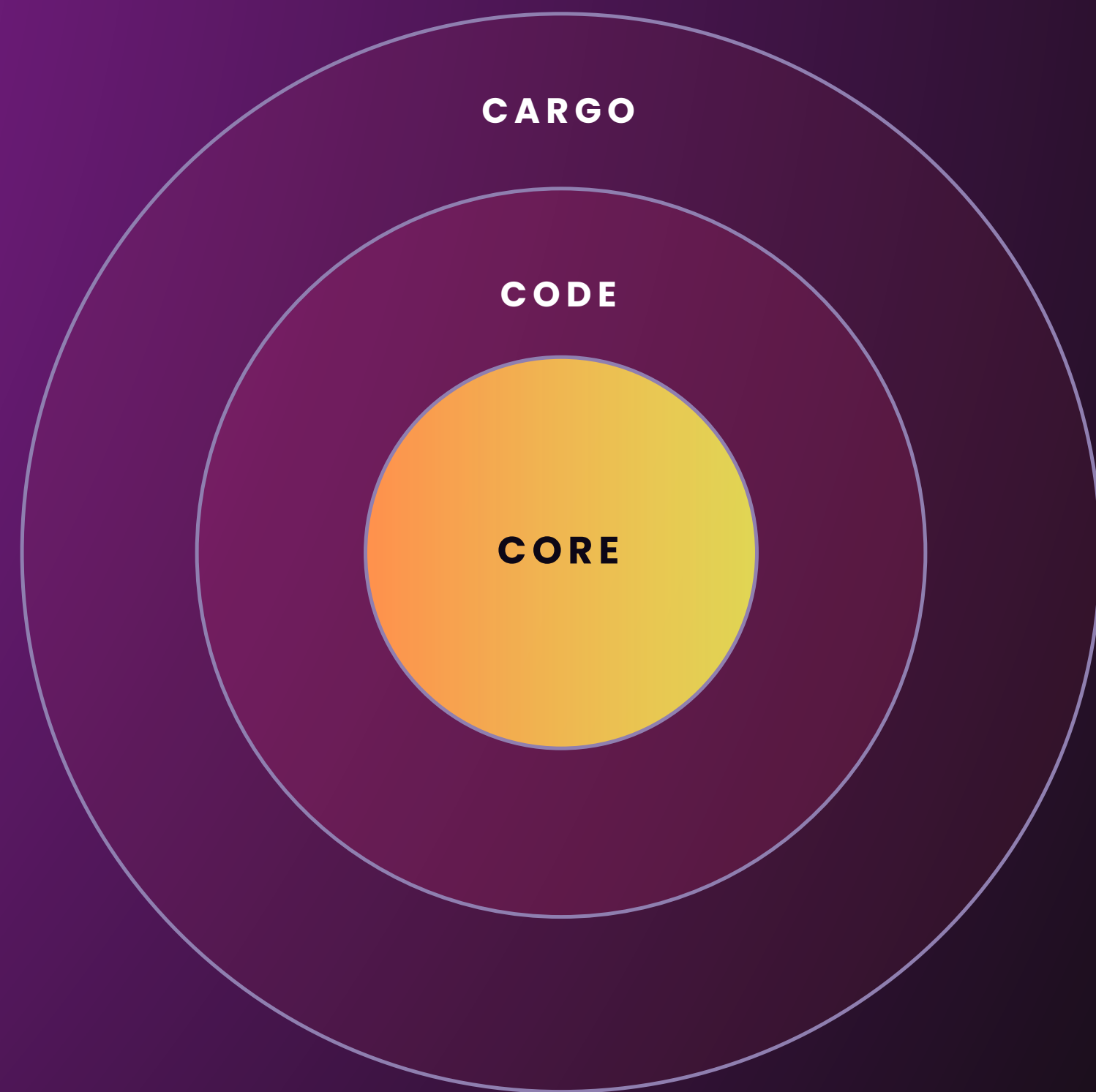
THE PATTERN

One law, three scales.

A person. A company. A nation.

Output is a by-product of identity.

The leaders who last work from the Core out.



THE LEADER'S REAL JOB

Stop polishing the Cargo. Start tending the Core.



You can't install transformation in people. You cultivate it. A gardener doesn't manufacture fruit — they tend roots, and the fruit takes care of itself.

TAKE THIS TO WORK • THE INSIDE-OUT AUDIT

Three questions for Monday morning.



- 1** **CORE** Can every person name why we exist — in one sentence, the same sentence?
- 2** **CODE** Do our systems and habits actually reward that why? Or quietly punish it?
- 3** **CARGO** Are we chasing a number we never traced back to our Core?

Fix the order — Core, then Code, then Cargo — and the results re-order themselves.

SETTING THE STAGE FOR TODAY

Now you have the lens.



Everything you hear today — scaling, trust, renewal, leading through AI
— is one story told many ways:

someone did the inner work first.

So as each speaker shares their Cargo — look for the Core beneath it.

The world will only ever see your Cargo.
But you are not your Cargo.
You are your Core.
Lead from there.



AUTHORING OUR LEADERSHIP: THE “DEI”

Growth Mindset & Collaboration 2.0

PAUL N LARSEN

*FOUNDER @ Find Your V.O.I.C.E. Coaching
Academy*

Authoring Our Leadership

DEI:

Making **DECISIONS**
ENGAGING **Your Team**
INSPIRING **Results**

"How to move from a Mindset of EXclusion to a Mindset of INclusion"

Paul N. Larsen, MA, CPPC | paulnlarsen.com

**GREAT
MINDS
DON'T THINK
ALIKE**

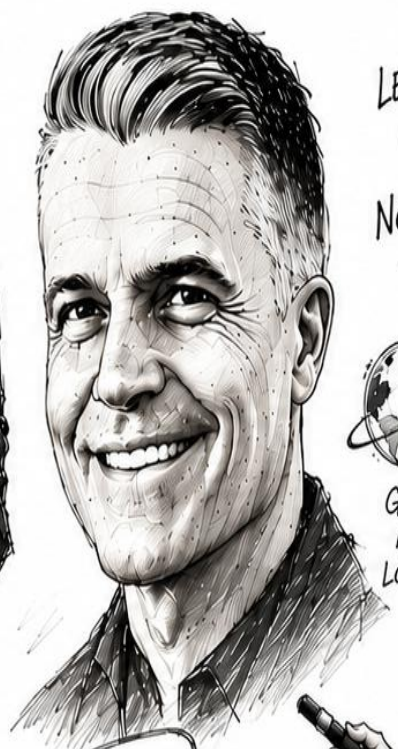
PAUL

- EXECUTIVE COACH
- SPEAKER
- AUTHOR
- PURPOSE DRIVEN
- IMPOSTER SYNDROME SURVIVOR

"FACE IT 'TIL YOU MAKE IT."

ENERGY ELEVATES EVERYONE. ☆

paulnlarsen.com

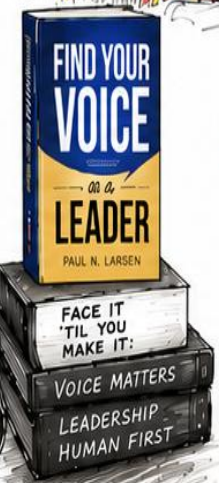
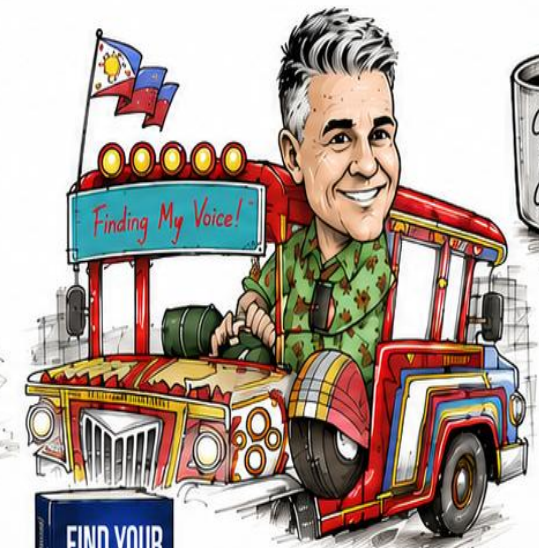


ASK A POWERFUL QUESTION. GET A POWERFUL LEADER. ☆

LEAD WITH
♥
NOT EGO.

GLOBAL MINDSET
LOCAL HEART
♥

I CONVERSE WITH HUMANS WHO HAPPEN TO BE LEADERS. ♥



V.O.I.C.E.™
V - VALUES
O - OUTCOMES
I - INFLUENCE
C - COURAGE
E - EXPRESSION

LEARN TO RESPOND... AND NOT REACT. ♥



YOUR VOICE ISN'T JUST SOMETHING YOU HAVE. IT'S WHO YOU ARE. OWN IT. USE IT. LIVE IT.



- ✓ CURIOUS
- ✓ COURAGEOUS
- ✓ CREATIVE
- ✓ COMPASSIONATE
- ✓ CLEVER: MY #5CNETWORK ♥

DAILY NON-NEGOTIABLES
• READ
• INSPIRE
• SERVE
• SHARE
• LAUGH
• SAY THANKS ☺



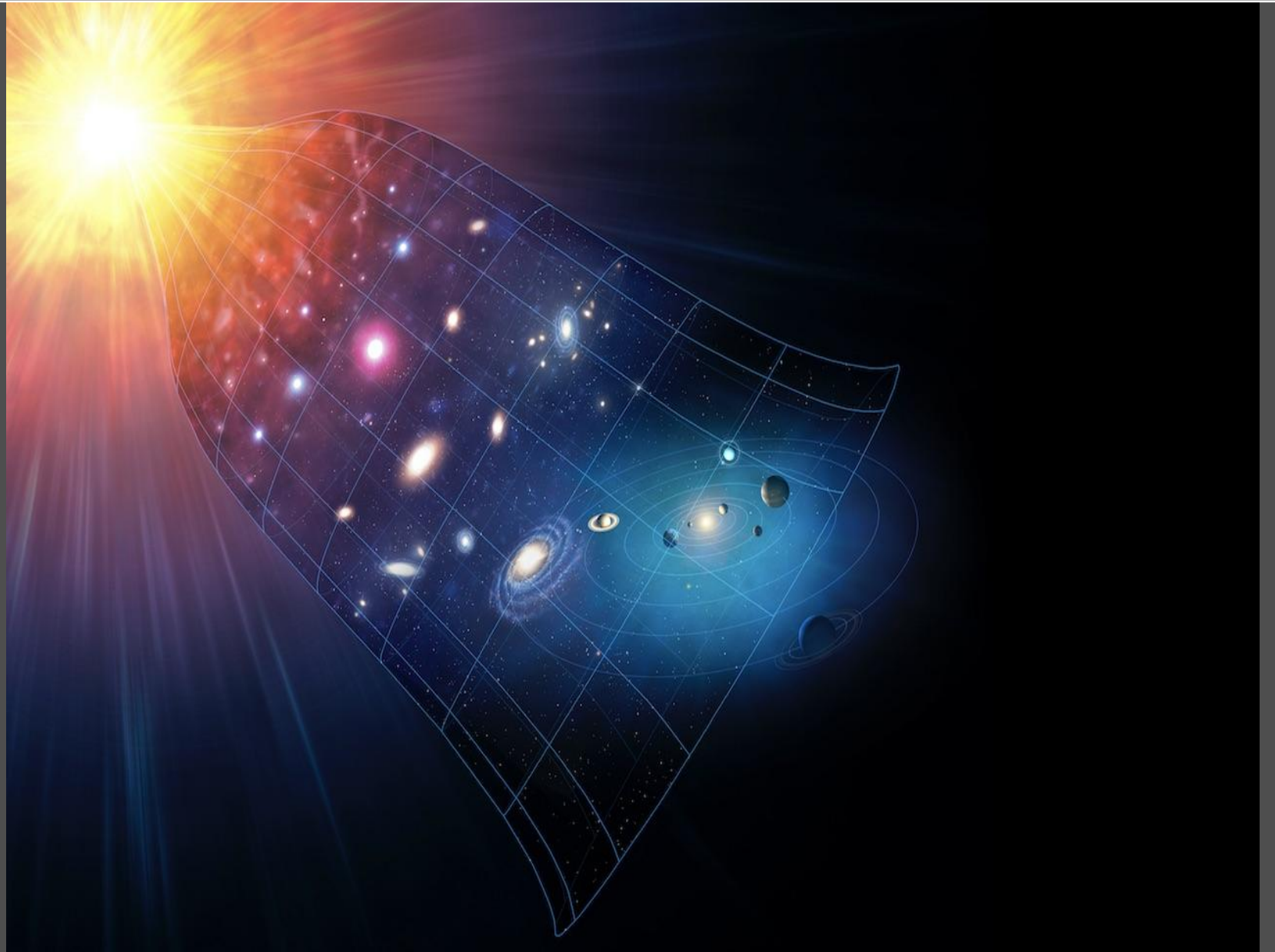
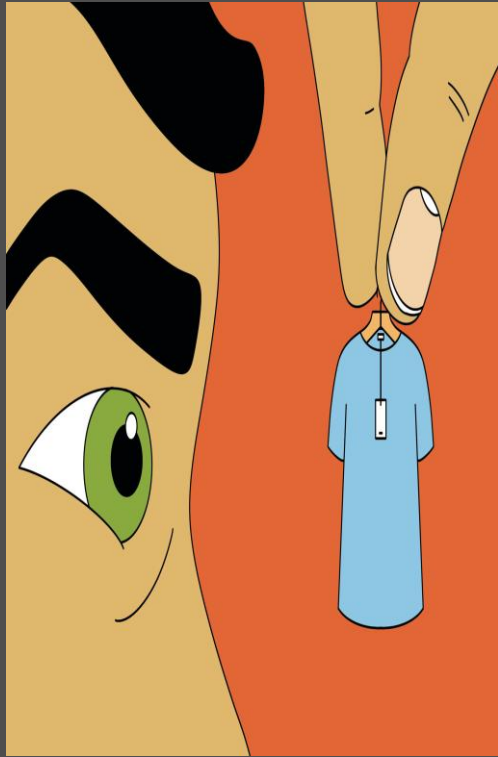
AIRPORTS ARE MY SECOND OFFICE.



FAITH FUELS EVERYTHING. ♥

THE LEADING CAUSE OF STRESS:





20%

of employees
globally are
engaged at work.

So what does that mean for leaders?



\$10 Trillion in lost global productivity
(Gallup)



Engagement has declined two years in a
row



The fix isn't AI — it's PT:
Personal Touch

"Our greatest opportunity is not technology — it's us."

Exclusion doesn't announce itself.

It hides in plain sight.

It shows up as...



Whose voices get **INTERRUPTED**



Whose ideas get **ADOPTED**



Who gets **VISIBILITY**



Who gets **OPPORTUNITIES**



Who feels **SAFE SPEAKING UP**

Leadership DEI is not a department. It is a daily dose of insight.

HELLO, I'M

~~STRESSED~~

~~JEALOUS~~

MOTIVATED

~~ANGRY~~

~~PROUD~~

~~EXCITED~~

HUMAN

BEHIND
THIS



ANGER

MIGHT
BE



This DEI is Different.

It's about action and performance.



D

DECIDE

how we get SEEN

What assumptions shape how you evaluate talent?

When do you default to comfort over curiosity?



E

ENGAGE

with positive INTENTION

How do you create space for disagreement without division?

What signals safety — or threat — inside your team...your community?



I

INSPIRE

results through BELONGING

What does belonging feel like on my team, in my community?

How does inclusion drive innovation and retention?

Better ENGAGEMENT. Stronger TEAMS. Greater RESULTS.



Your brain has a bias problem.

12,000 → **60,000**

thoughts per day — and most are unconscious...negative...and our legacy...

Fast Brain

Automatic shortcuts that
create blind spots

Slow Brain

Reflective decisions —
where inclusion lives

The Gap

The space between
reaction and response

Strategic Re-Framing

Shift the lens. Change the game.



SCIENCE & ART

Leadership isn't just analytics & process — it's creativity, intuition, and human expression.



IQ & EQ

Raw intelligence gets you in the room. Emotional intelligence determines your impact in it.



REACT to RESPOND

Reactions are automatic. Responses are intentional. The pause between them is where leadership lives.



RETIRE to REWIRE

Don't step back — step forward with new neural pathways. Growth never retires.

LEADING = REFRAME + RETHINK + RESPOND

Every day ask:

***“What did I do today
that helped someone, like me,
feel they belonged?”***

**Can't
answer it?**

Inclusion becomes
accidental.



**Answer it
consistently?**

Inclusion becomes
culture.



INSPIRE Now

*Inclusion is not about lowering standards.
It is about expanding contribution.*

**BE CAREFUL WHEN YOU
FOLLOW THE MASSES
SOMETIMES THE
M IS SILENT**



Don't fake it till you make it.

Face it till you make it.



DECIDE

With gratitude & grace & generosity

ENGAGE

With courage & curiosity & creativity

INSPIRE

Belonging that fuels results.

Paul N. Larsen, MA, CPPC

Coach ♦ Author ♦ Speaker ♦ Find Your VOICE as a Leader™

paulnlarsen.com

paulnlarsen.com/gift

linkedin.com/in/paulnlarsen



LEADING IN UNCERTAINTY: Ensuring a Very Human Future in The AI Era

Growth Mindset & Collaboration 2.0

ROHIT TALWAR

CEO of Fast Future | Motivational Futurist Ranked #2 Globally

Leading in Uncertainty

Ensuring A Very Human Future in the AI Era

Rohit Talwar
CEO - Fast Future

Malaysian Leadership Summit
Kuala Lumpur – June 30th, 2026

Multiple Factors Are Driving Fear and Uncertainty



Everything, Everywhere, All at Once

Cascading / Interacting Developments
Polycrisis, Meta/Hyper Crisis, Doomloop?
End of Late Stage Capitalism?
Geopolitical Shifts and Techno-Conflicts
Economic Volatility
Environmental Tipping Points
Deep Technological Disruption
People, Government, Business - Slow to Adapt?



Living in The New Normal

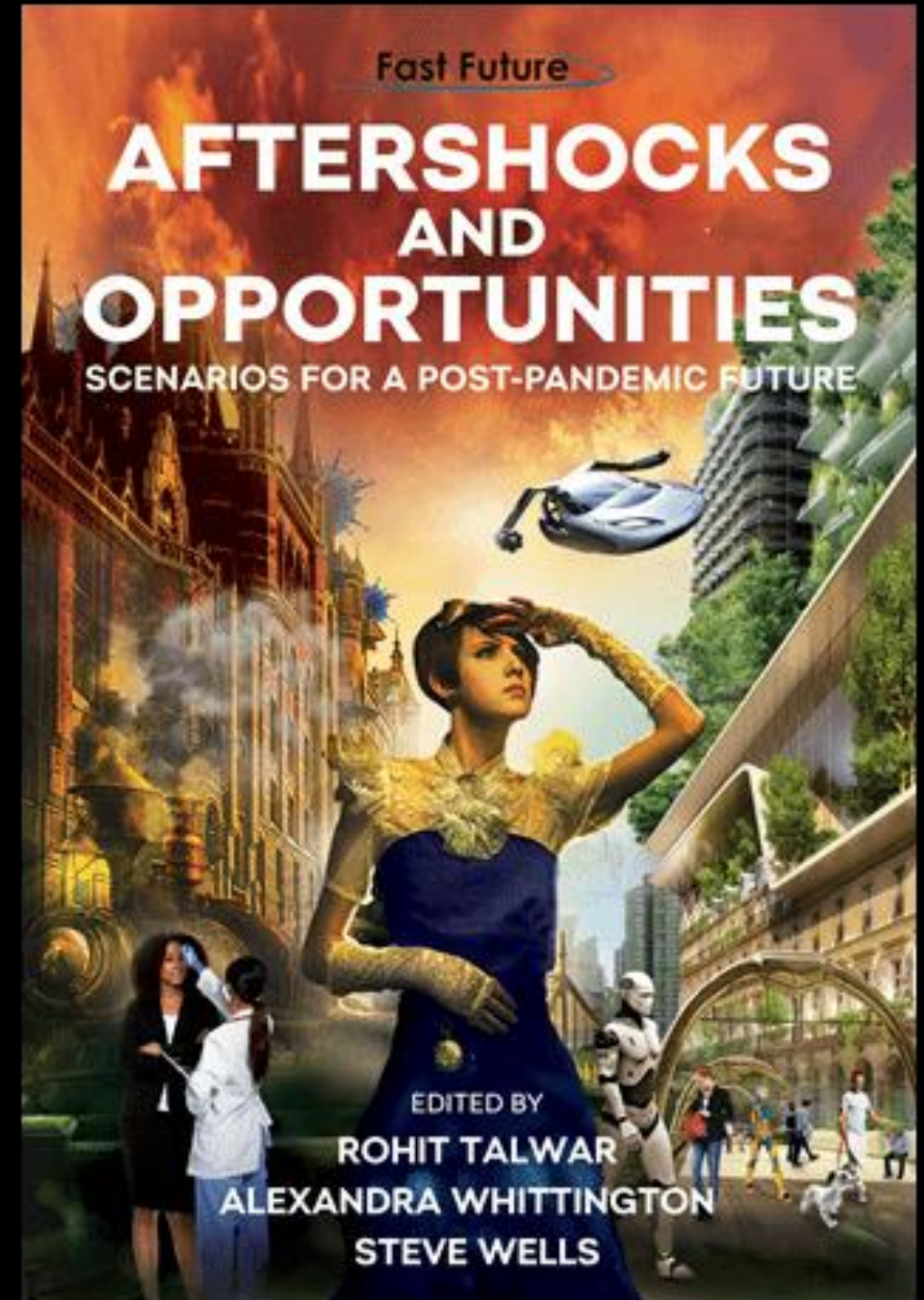
**We Have to Get
Comfortable
Making
Decisions in
Ambiguity With
Incomplete
Information**



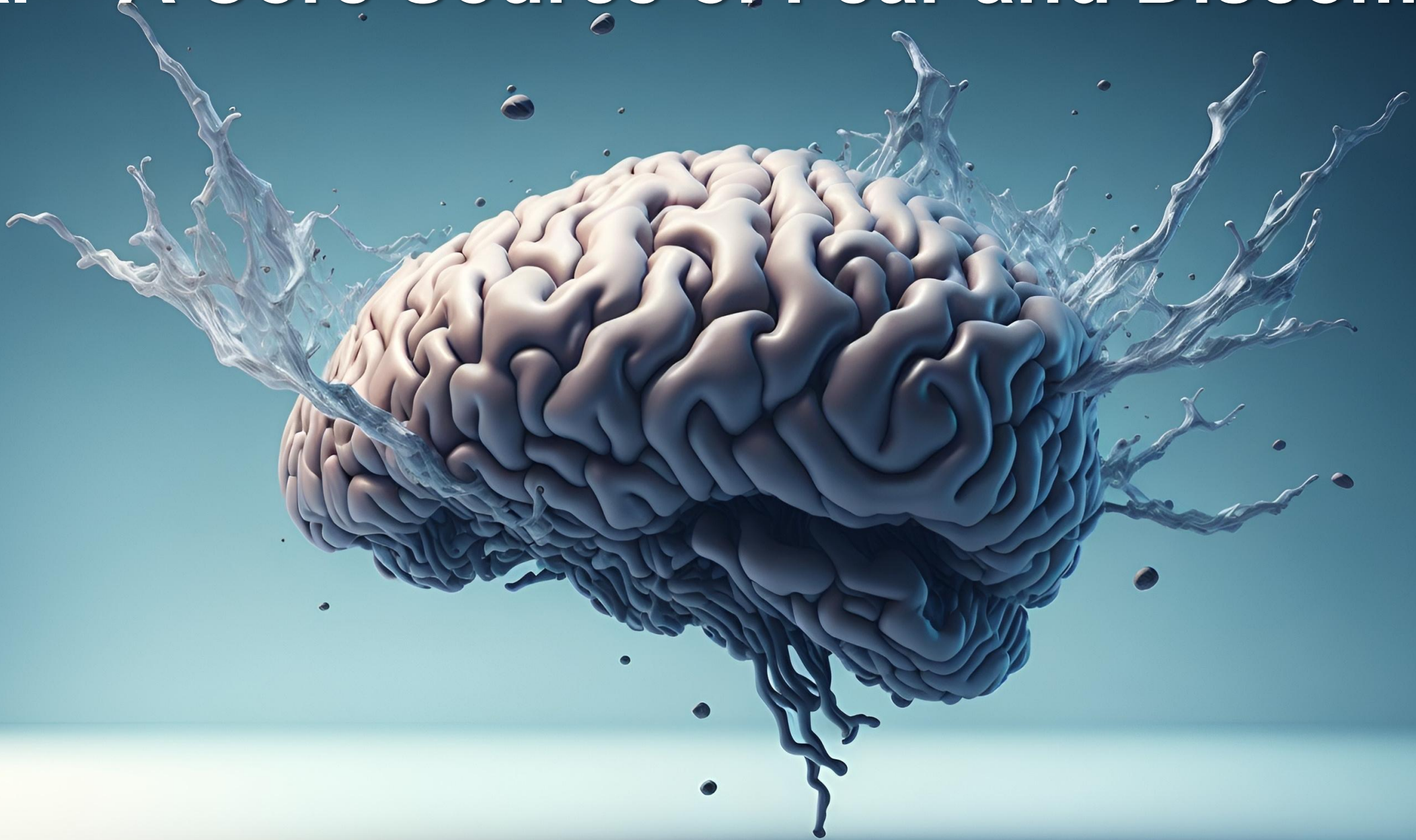
Learning and Foresight Are Antidotes to Uncertainty

European Listed Firms Who Do
Regular Foresight:

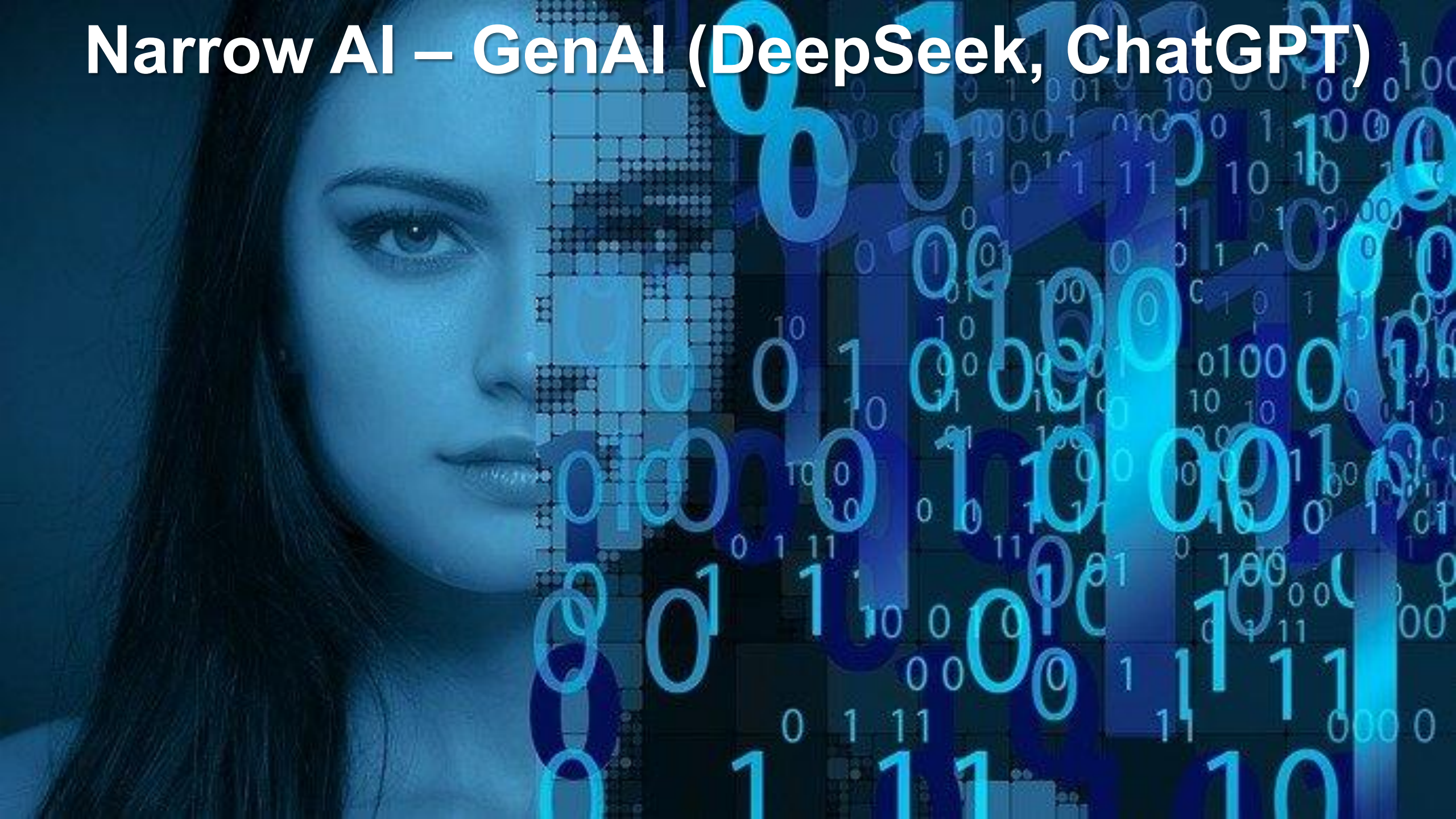
- See 33% Higher Profits
- Achieve 200% More Share Price Growth Over Seven Years



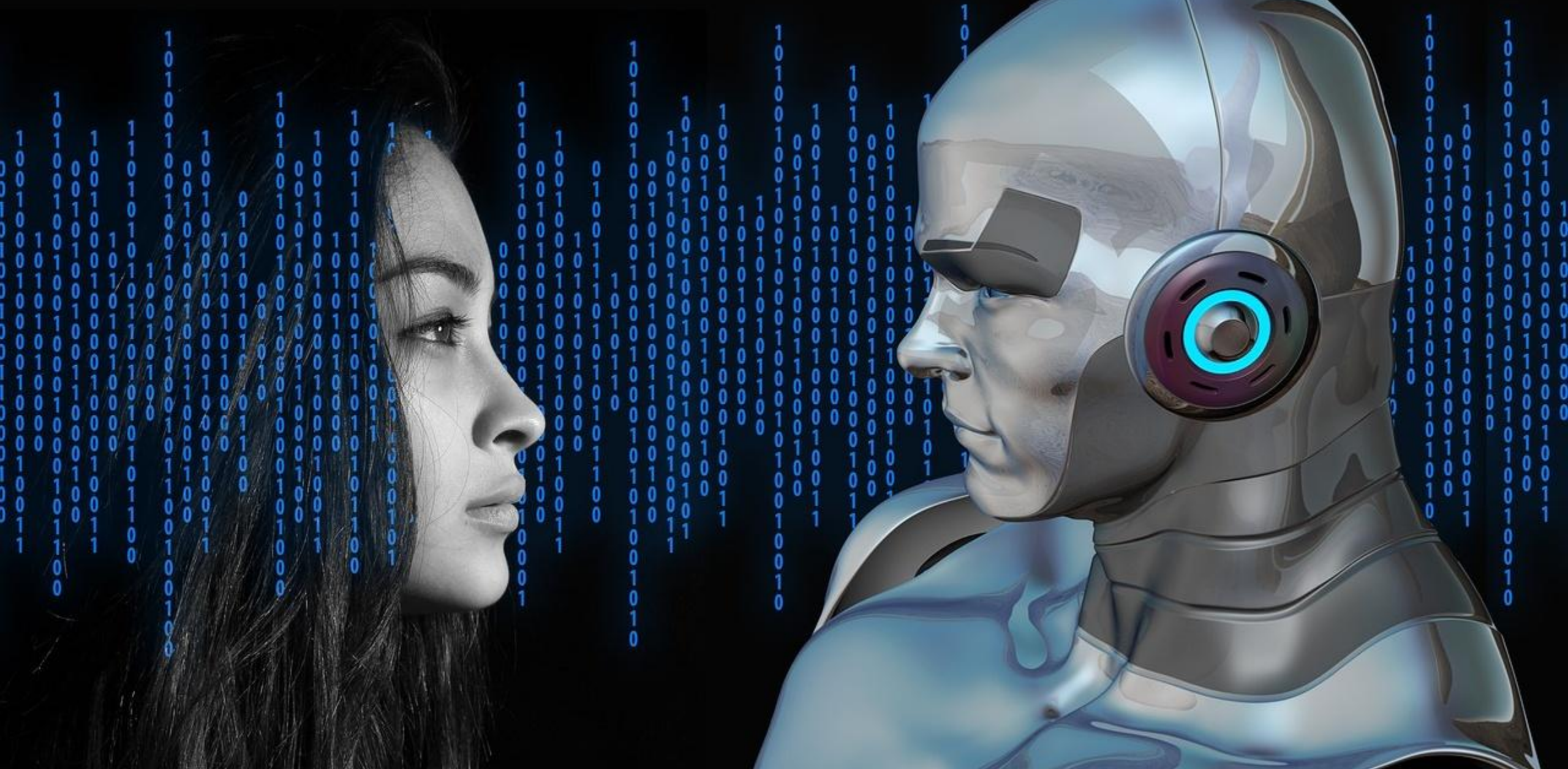
AI = A Core Source of Fear and Discomfort



Narrow AI – GenAI (DeepSeek, ChatGPT)



Artificial General Intelligence



Superintelligence



**~US\$2Tn
Invested**

95% = 0% ROI

MIT Research, 2025



Taming AI Fears and Uncertainty

What Winners Do Differently: 5 Dimensions

- 1 Skills & Leadership
- 2 Business Goals
- 3 Honesty & Organisation
- 4 Data & Technology
- 5 Project Selection



Start With “AI Skills” – There Are no Shortcuts

Awareness

- What is AI?
- Usage in daily life
- Economics – why’s it important?

Understanding

- Types of AI
- Usage in our sector
- Current usage in our organisation
- Hands on experience with an LLM

Literacy

- Confidence with basics
- Use in our daily tasks
- Application for research and planning
- Having it teach us how to use it

Fluency

- Using the full functionality of our core tool
- Trying other AI tools
- Teaching other users

Mastery

- Identifying internal and external opportunities
- Creating agents
- Scaling up AI use

One Day Session



**AI Skills Enable A
Reboot of
Malaysia Inc. for
Uncertain Times**

Foresight Led Reboot – A Four Week Journey

Day 1

Days 2-5

Days 6-9

Days 10-19

Days 20

**Strategic
Cleanse**

**Focused
Research**

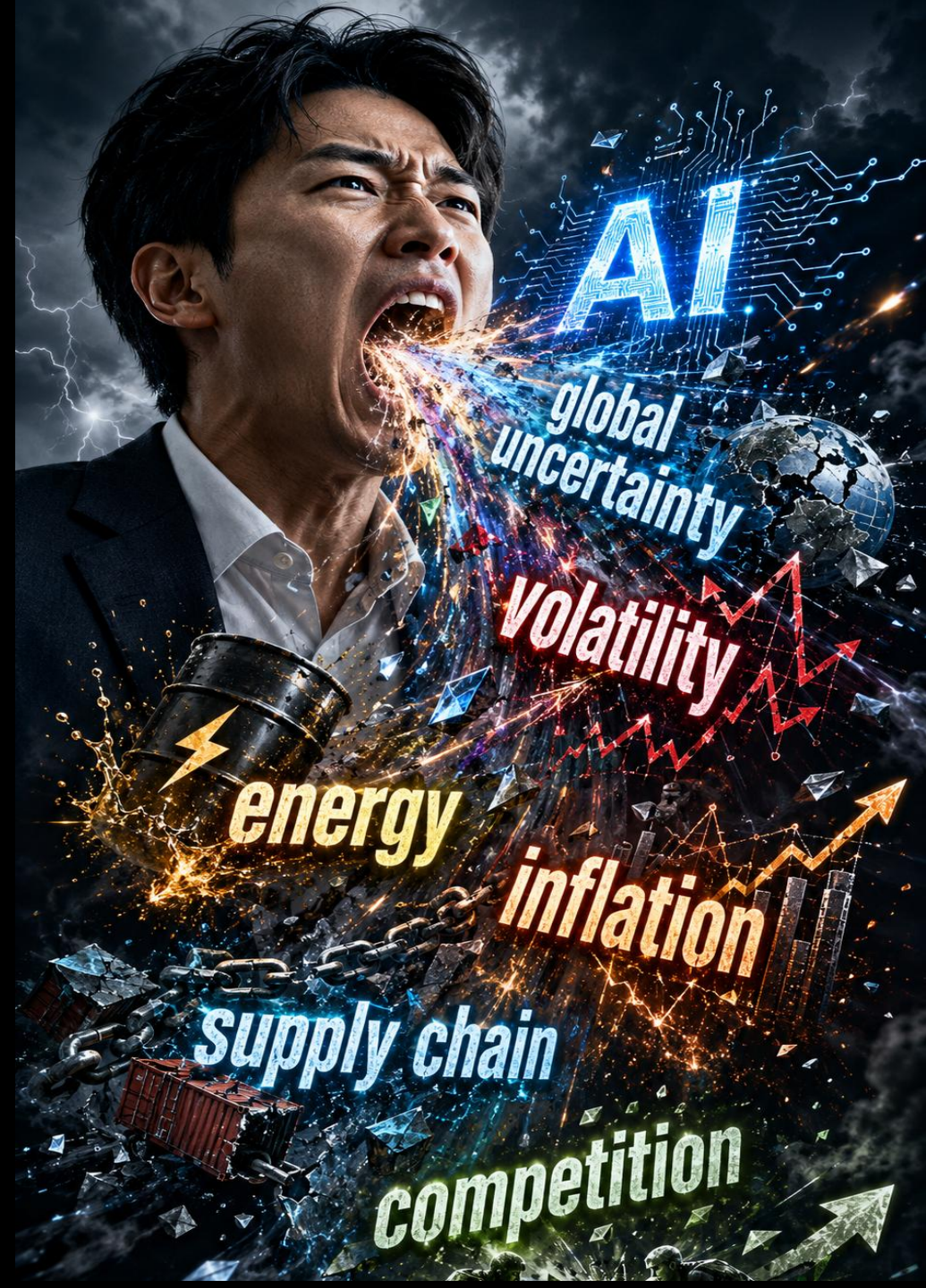
**3-Day
Strategy
Deep
Dive**

**Initiate
Projects**

**2-Week
Review**

The Strategic Cleanse

- One Day
- All Independent Directors, Executive Team, and Key Leaders
- Bring Out All Concerns
- Cover All Key Strategic and Operational Areas
- Identify What we Need to Research to Help Reduce Uncertainty



Focused Research (4 Days)



3 Day Deep Dive



Drivers, Scenarios, Uncertainties, Strategy, Actions



**Example Topic:
Geopolitical
Uncertainty**

China's Potential Rug Pulls

Debt Dumping

Equity / DeFi
Sell Off

Accelerate De-
Dollarisation

Block Defence /
IT Components

Cheap AI Power



**Example
Topic:
India**



Example Topic: Supply Chain

~20,000 Sailors
~3,200 Ships
> US\$100Bn Goods

Reshoring Payoffs:
Dell (Up 347%)
Intel (Up 295%)
Micron (283%)



3 Day Deep Dive: Defining Strategic Actions

- What to Stop!
- Must Win Actions – 12 Months
- Longer Term Priorities
- 30, 60, 90 Day
- Plans
- Cross-Mentoring
- Group Review Schedule
- Communication



Initiate Projects and 2-Week Review

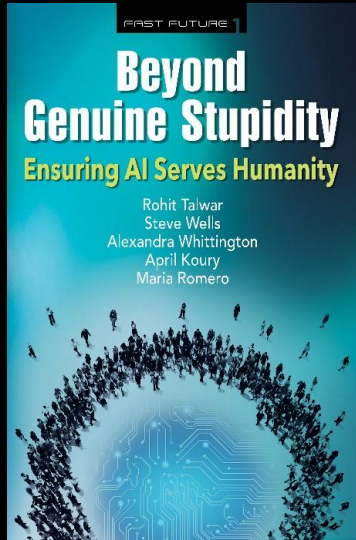
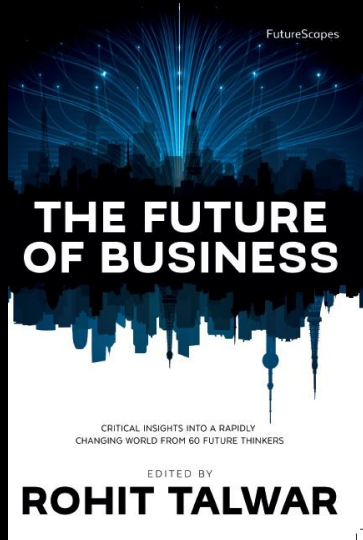
**Everything is
a Hypothesis**



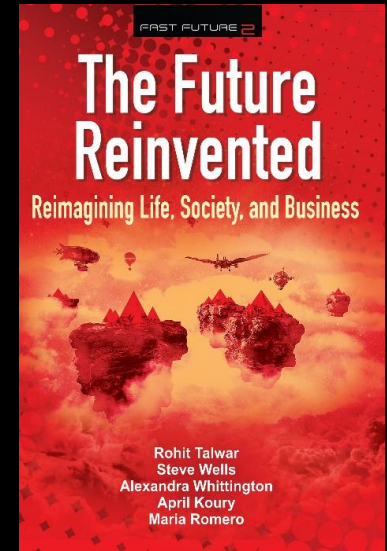
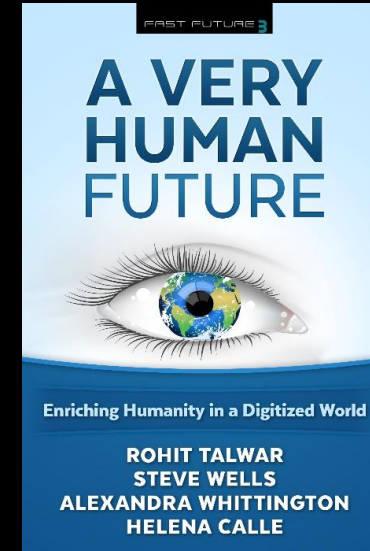
**Brutal Honesty
in Evaluating
Progress**

Time For New Routines?

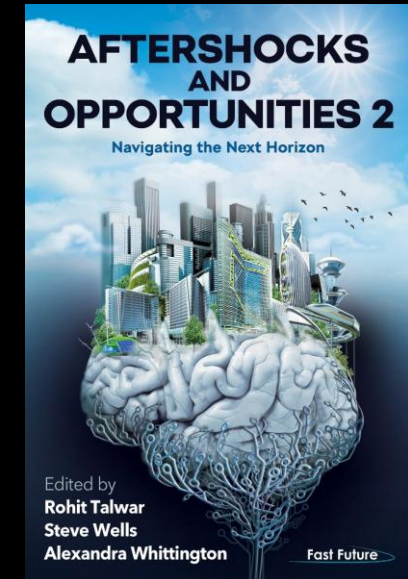




Thank You



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DATA DRIVEN MARKETING

Growth Mindset & Collaboration 2.0

CHAN KIN PENG

Director of Kasatria

Data Driven Marketing

Nurturing incremental revenue through effective decision making

Who are we & what we do with Google to help brands outperform



Regional engineering partner for Google Marketing Platform & Google Cloud



Supporting renowned brands across the APAC who market or sell online



Complement brand's capabilities to sell & market using data & artificial intelligence

INDUSTRY VERTICALS WE SERVE & PROTECT

E-Commerce



SEPHORA



CASTLERY



Financial Institutions



Telcos



Media & Entertainment



Execute marketing more effectively

Performance is related to Volume & Efficiency

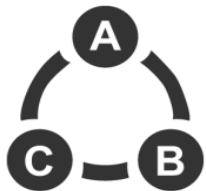
Current challenge faced by brands during digital marketing



Acquire New Customers

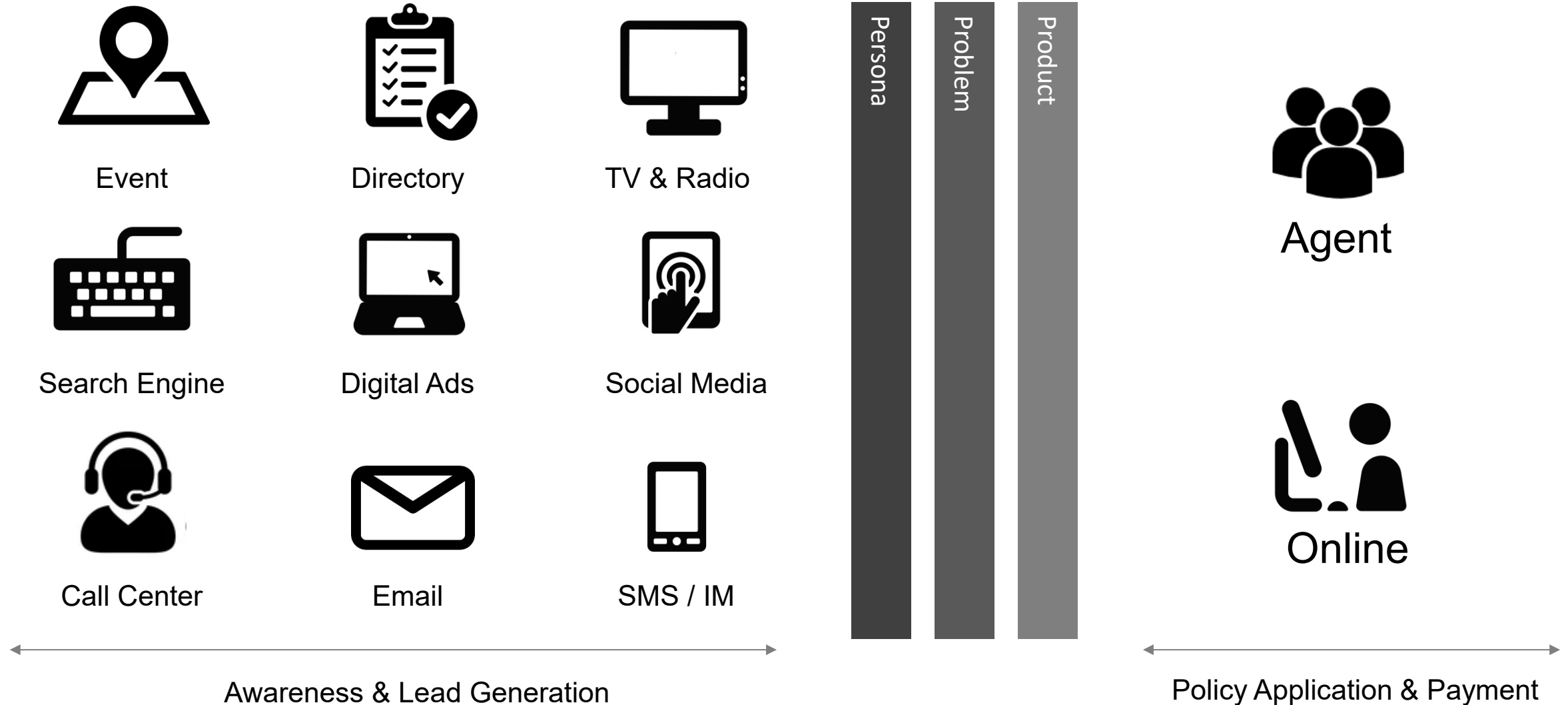


Need to Cross-sell & Upsell effectively to existing Customers

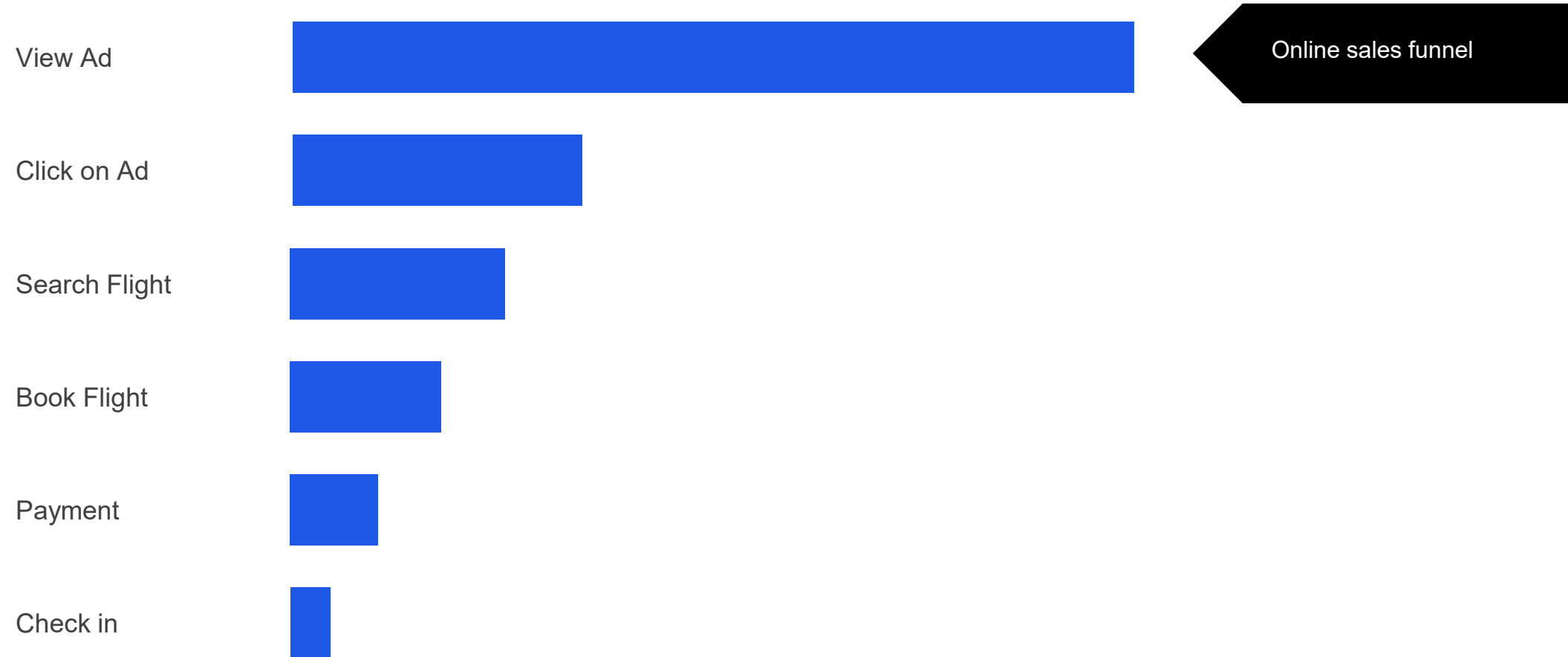


Identify & prevent Churn from existing Customers

To drive footfall, brands run campaigns to nurture leads & sales



Not all prospects that you pitch to will become a paying customer



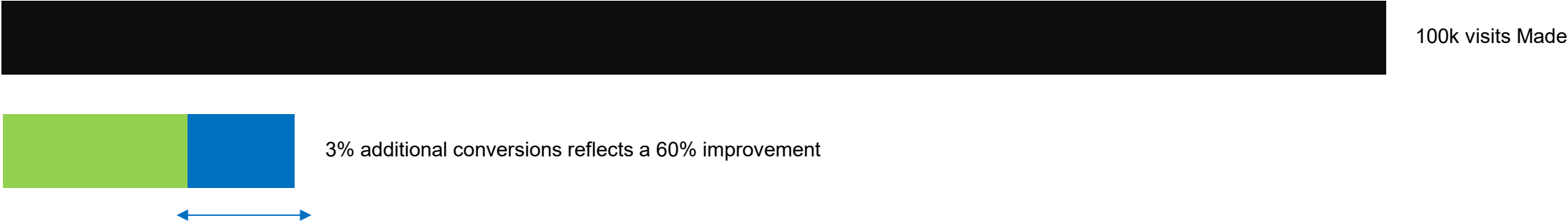
Improving volume of footfall impacts your revenue positively



Visits	Conversion Rate	Conversions	Avg. Transaction Value	Revenue
100,000	5%	5,000	\$2,000.00	\$10,000,000.00
150,000	5%	7,500	\$2,000.00	\$15,000,000.00
			Incremental Sales	\$5,000,000.00

Visits
Refers to number of footfall your brand attracts

Improving conversion rates impacts your revenue positively



Visits	Conversion Rate	Conversions	Avg. Transaction Value	Revenue
100,000	5%	50,000	\$1,000.00	\$5,000,000.00
100,000	8%	80,000	\$1,000.00	\$8,000,000.00
	Incremental Conversions	30,000		

Conversion Rate
Refers to likelihood of a user buying

Spotting Risk & Opportunities

Custom Visualizations for trendspotting

ASSESS AND EVALUATE HOW EACH DESTINATION IS PERFORMING



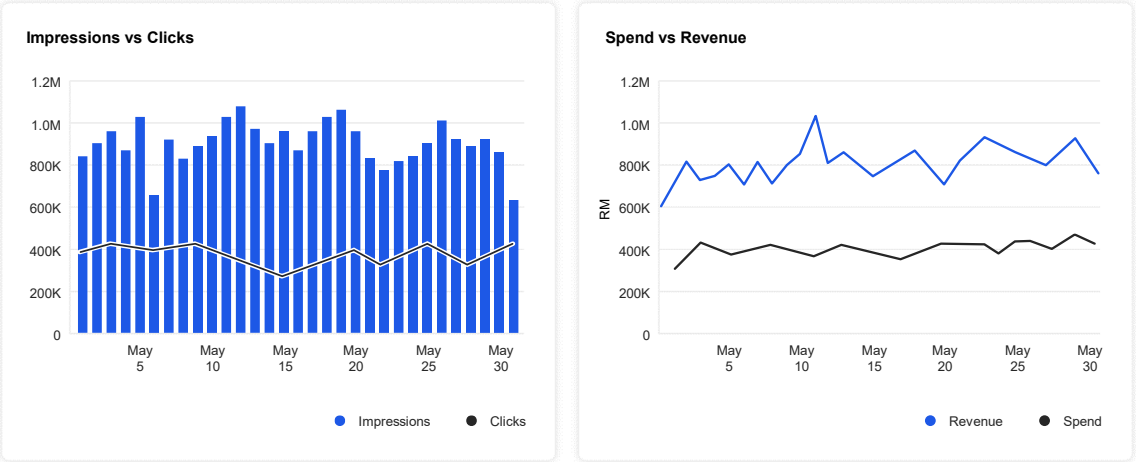
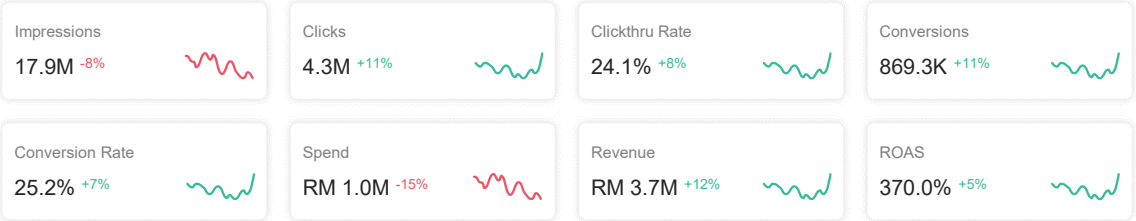
Notes

This is an example of a bird's eye view across all territories, where we arrange territories based on their health score

Health is scored based on whether or not the territory is able to ...

- Exceed Expectations
- Meet Expectations
- Go Below Expectations

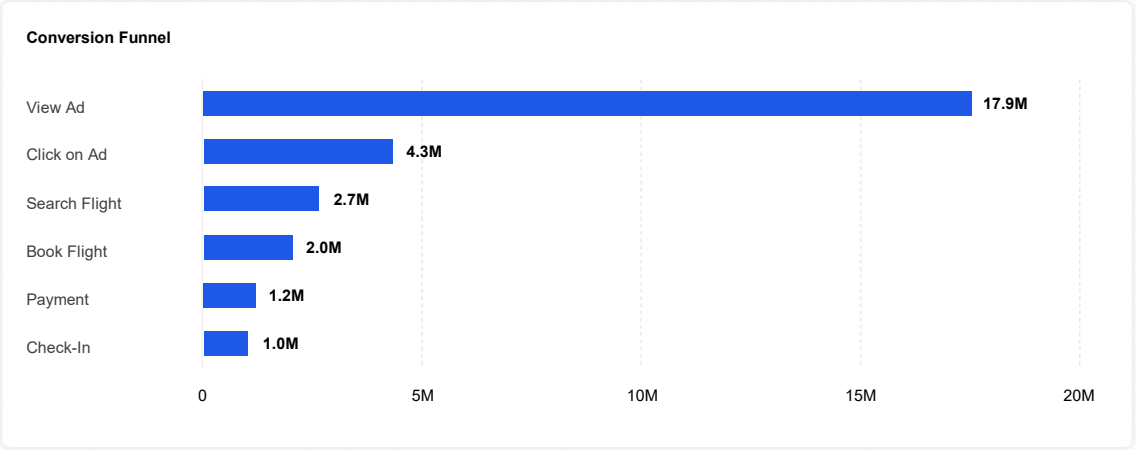
ZOOM IN TO EVALUATE CONVERSION FUNNEL PERFORMANCE



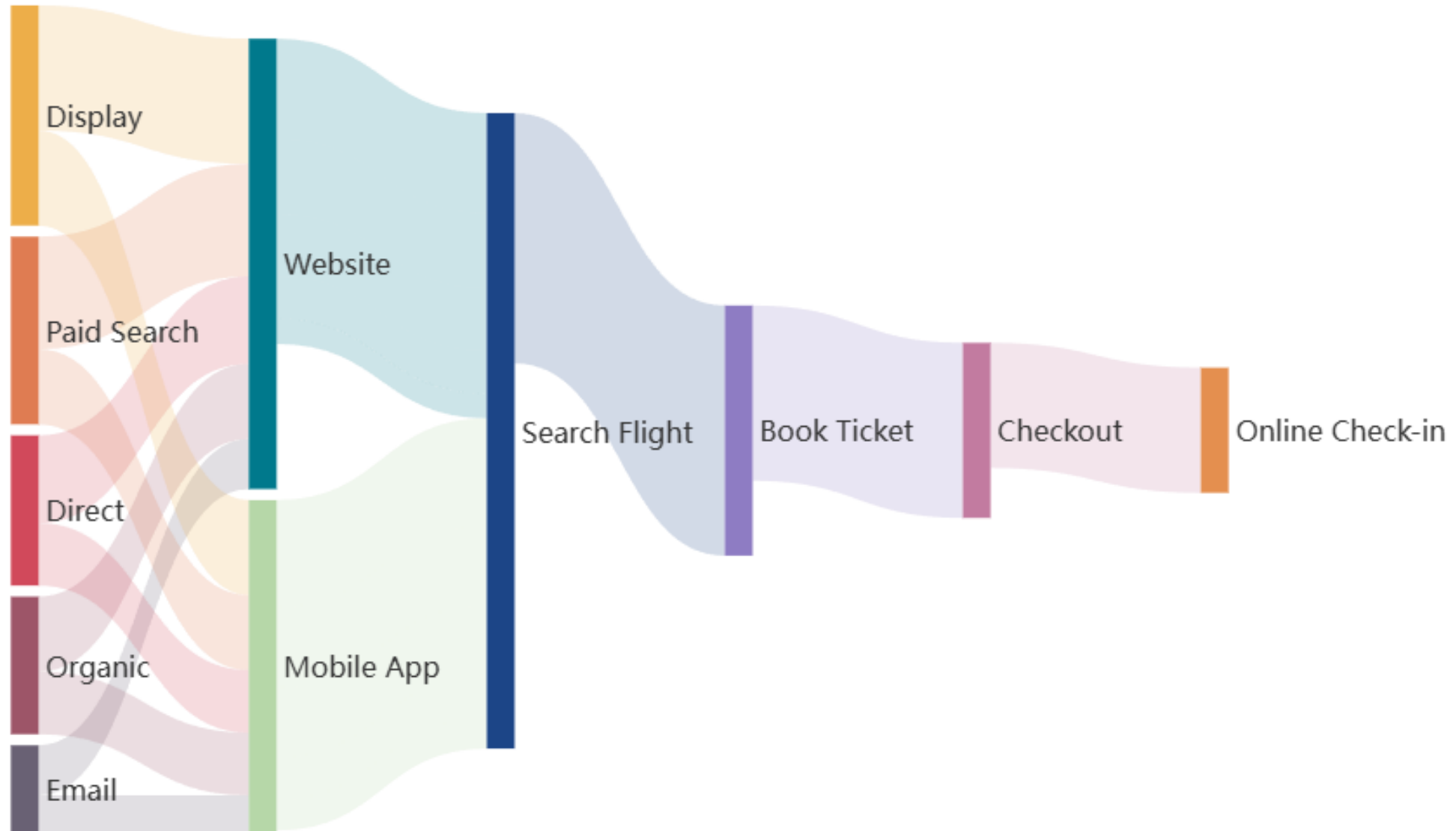
Notes

This drill down view provides situational awareness on the health of marketing campaigns for a specific product line

Dashboard also enables review of campaign impact on fueling the conversion funnel



Identify how well the business is managing path to conversion



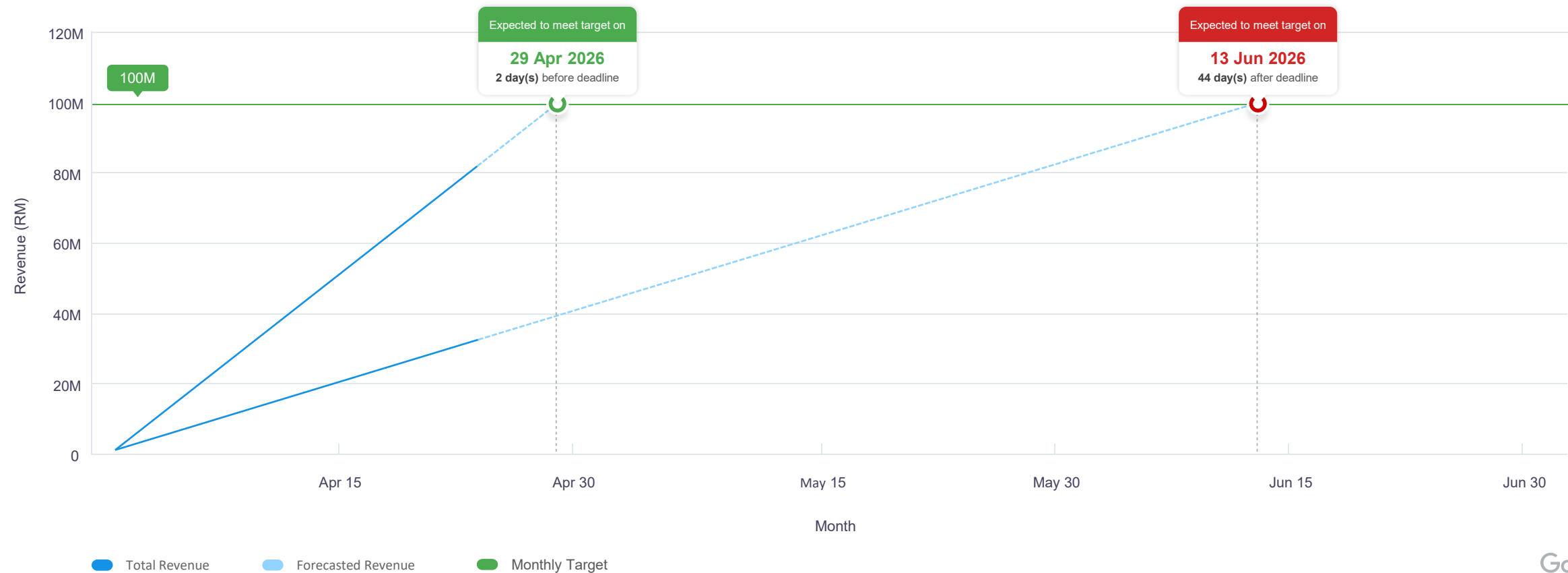
Track & Predict KPI Performance against Deadline



Q2 2026

Total Revenue vs. Desired Target for the 2nd Quarter of 2026

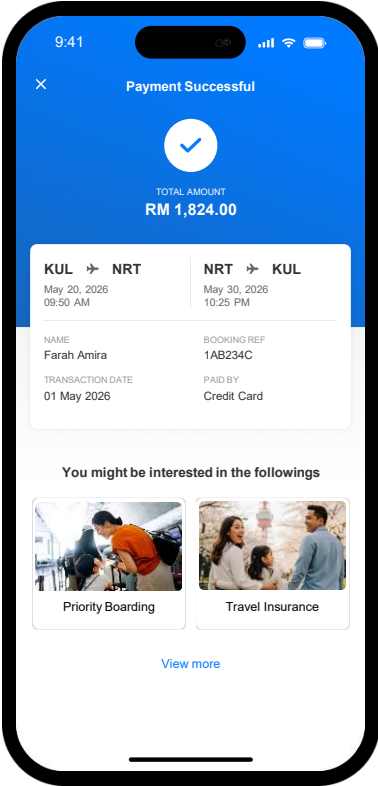
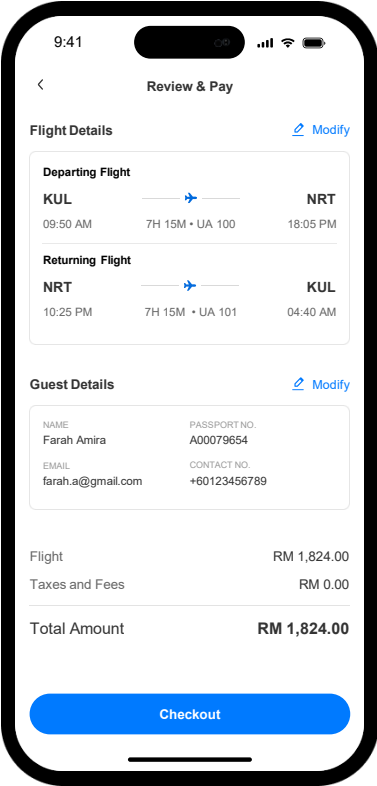
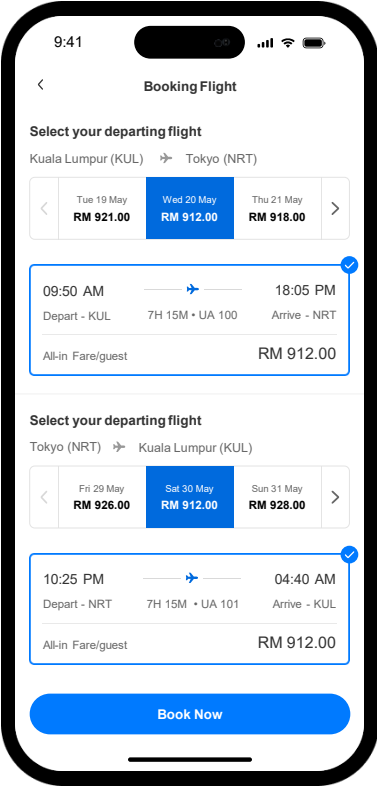
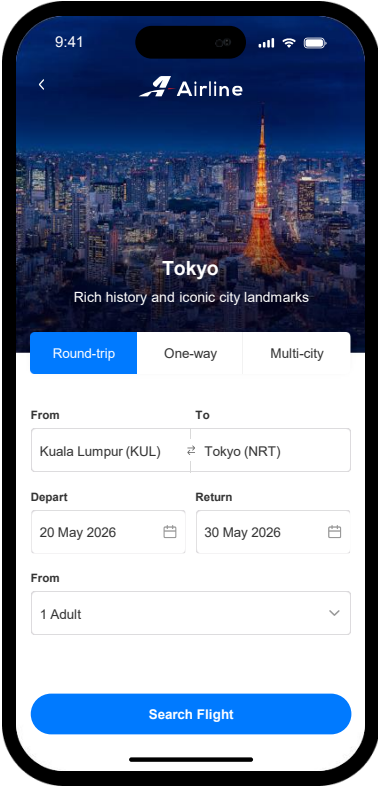
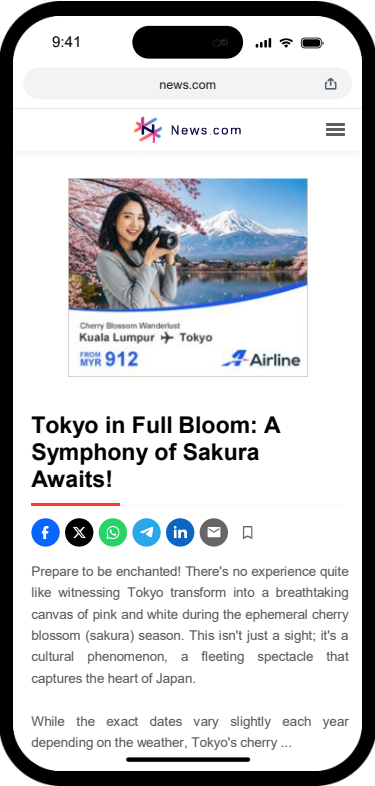
Quick Facts: Total Revenue @ RM 80.5M to date | Current achievement @ 80.5% | Target expected to be met 2 days before deadline



Where do we get the data from?

Gathering 1P data for marketing requires tracking the user journey

Customer Journey – Convert interest into sales through a process



View
Google Ad



Search Flight



Select Flight

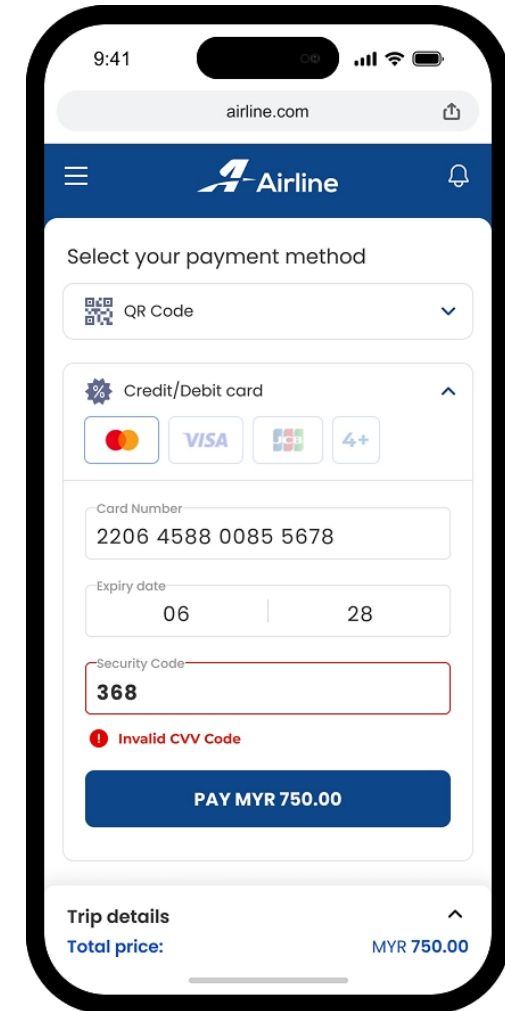
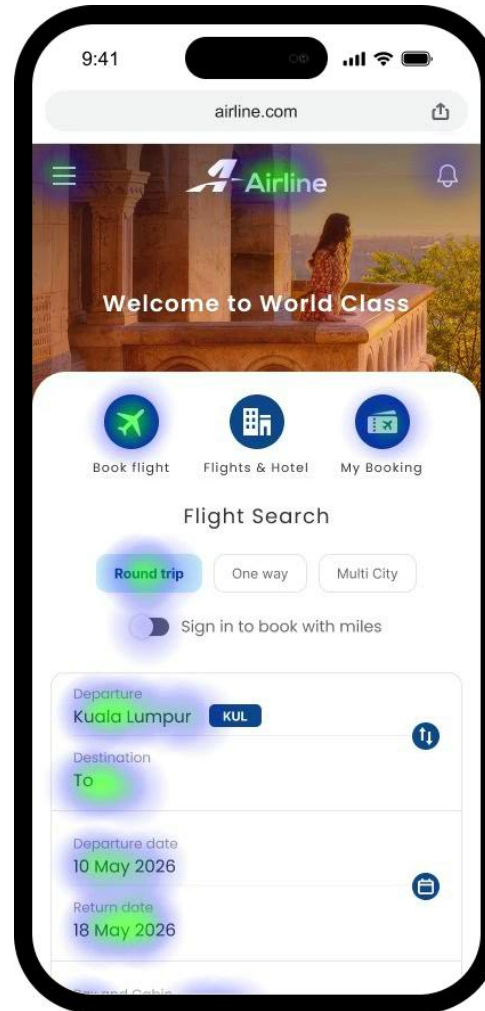
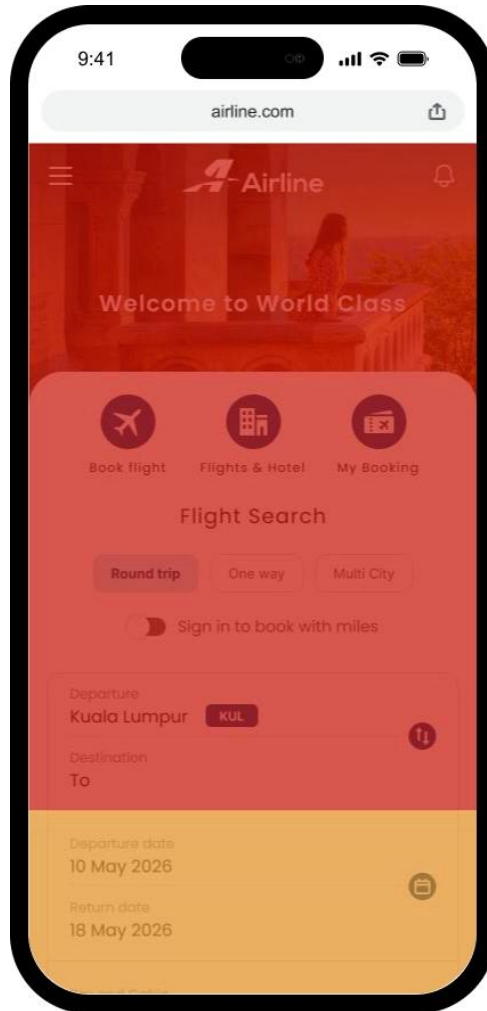


Checkout



Payment Successful

Customer Journey – Why do they leave without buying?



GA 360 Data – What users are doing on your Website / App

What is Data at individual CX level?

This means that is it can be extracted at an individual level, in a privacy-safe way without any human readable PII

How is it captured?

GA 360 can capture user interactions on digital assets owned in a privacy-safe way

How can you use it?

- ▶ Supplement digital marketing reports
- ▶ Exported into datalake
- ▶ When remarketing on Google



Client Id

14755900301462258674



Acquisition Date
Mar 31, 2026



Acquisition channel
Referral



Device Category
desktop

3.45 pm	Home
3.55 pm	Search Flight
4.01 pm	Kuala Lumpur - London
4.09 pm	Select Flight
4.13 pm	Select Seat
4.18 pm	Checkout

GA 360 Data – Unify Online and Offline Journeys for Observation



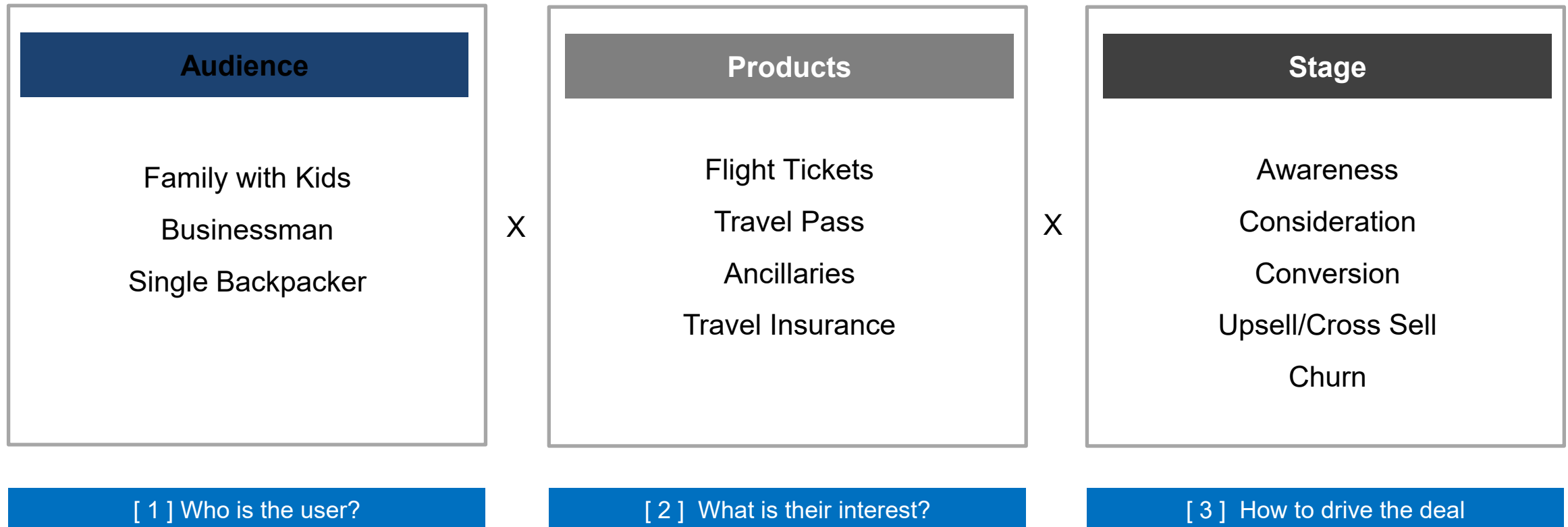
	Website	Mobile App	Travel Agent
GA ID	ABC123	ABC893	
User ID	B 456	B 456	B 456
Actions	Tokyo Seoul Bali	Tokyo	Add-on Hotel Add-on Travel Insurance

	Data Lake		
User ID	B 456		
Datapoints	Lifetime Value Total Revenue History of Transactions	Age Gender Preferred Language	Closest Agent Mobile Email

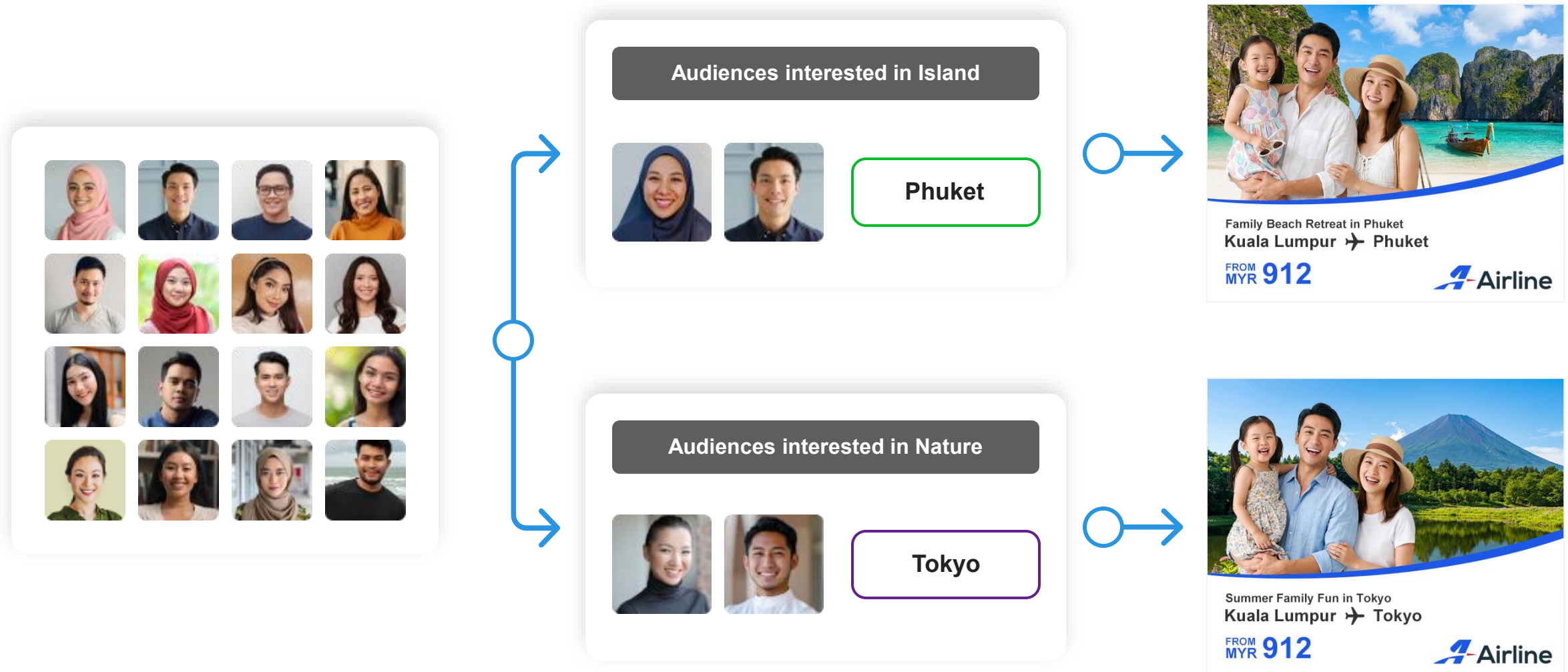
Unlocking value requires a strategy

Turn opportunity into commercial outcomes

Track Customer Journey with GA 360 to drive Marketing Strategy



Build Audience Segments to Match Supply with Demand



Use GA 360 signals to deliver Relevant Ads to Potential Customers



AUDIENCE EXPERIENCE MATRIX

Preview on Doubleclick Studio

<https://www.google.com/doubleclick/studio/#ContentManagement/ProfileGuides:id=10033255&pr=10925556&revision=DRAFT&step=PREVIEW>

Language

EN, MS, ZH

Season

Spring, Summer, Autumn

Profile

Family, Single Backpacker



Do we have time for a demo?

Understand each customer's needs to suggest relevant products

 Login EN RM



DOORWAY TO YOUR EXCITING
FAMILY HOLIDAY

[Find Out Now ▶](#)

Plan a Trip ☒ Round-trip ☐ One Way

From  To  Depart  Return  2 Adults, 1 Child  [Search](#)

Get to know your audience

Assess user needs & respond with relevant options to win consideration

Featured Destinations



Interact with Orangutans
Malaysia
RM 350



Elephant Safari Ride
Thailand
RM 450



Wade in Crystal Clear Waters
Philippines
RM 650



Swim & Play with Dolphin
Australia
RM 1,100



Data Driven Use Cases via Google Cloud for Marketing (C4M)

Descriptive

Digital User Journey
Online to Offline Journey
Customer Segmentation
Campaign Attribution
Data Augmentation

Predictive

Lifetime Value Prediction
Purchase Prediction
Product Preference Prediction
Churn Prediction
Sentiment Prediction

Prescriptive

Optimize Media Budget
Lookalike's for Demand Generation
Winback Drop-offs
Hyper Personalization
Cross-Sell & Upsell

Platforms Mapped to Strategic Business Outcome

Category	Platform		Business Outcome
Digital Marketing Campaign Analytics	Google Analytics 360		Digital Marketing Campaign Optimization
Mobile App Analytics	Appsflyer		Mobile App Campaign Optimization
User Experience Analytics	Contentsquare		User Experience Optimization
Product Analytics	Amplitude		Product Optimization
Web SEO Analytics	Google Search Console		Website Discovery Optimization
Storefront SEO Analytics	Google Business Profile		Storefront Discovery Optimization
Marketing Mix Model Analytics	Google Meridian		Marketing Budget Optimization
Data Cleanroom Analytics	Google Ads Data Hub		Brand Campaign & Audience Optimization
Testing & Experimentation	AB Tasty / VWO		Strategy Optimization
Recommendation Engine	Mastercard Dynamic Yield		Sales Optimization

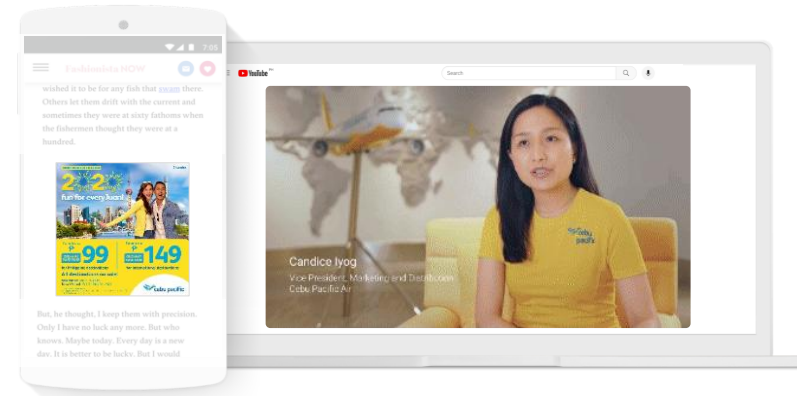
Success Stories

Delivering value for leading brands regionally

Success Story – Cebu Pacific Air, Philippines



AD Engagement
More than 100% in clickthru rates



Return on AD Spend
Over 700% uplift

Manila to Singapore
For as low as
P1,099
ALL-IN PER PAX

Destination Origin

Depart Date Return Date

Adults Child (2-11 years)

BOOK NOW

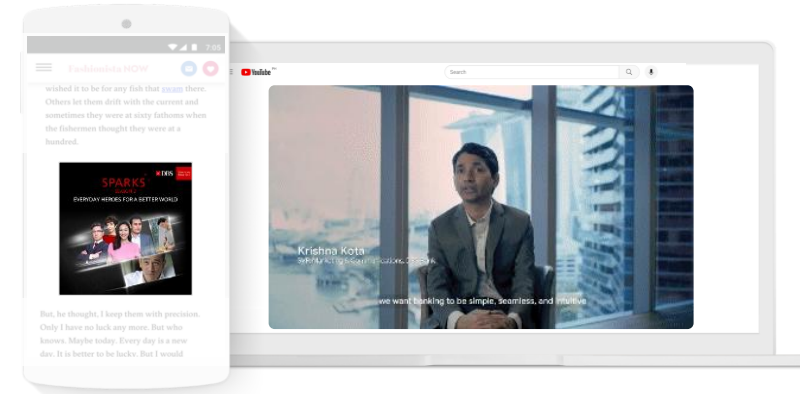
cebu pacific

Success Story – DBS Bank, Singapore



Brand Perception

159% growth in brand interest



Conversion Rate

25% more likely to sign up for financial services



Would you like to make more money?

kin@kasatria.com | you can call me Kin ^_^

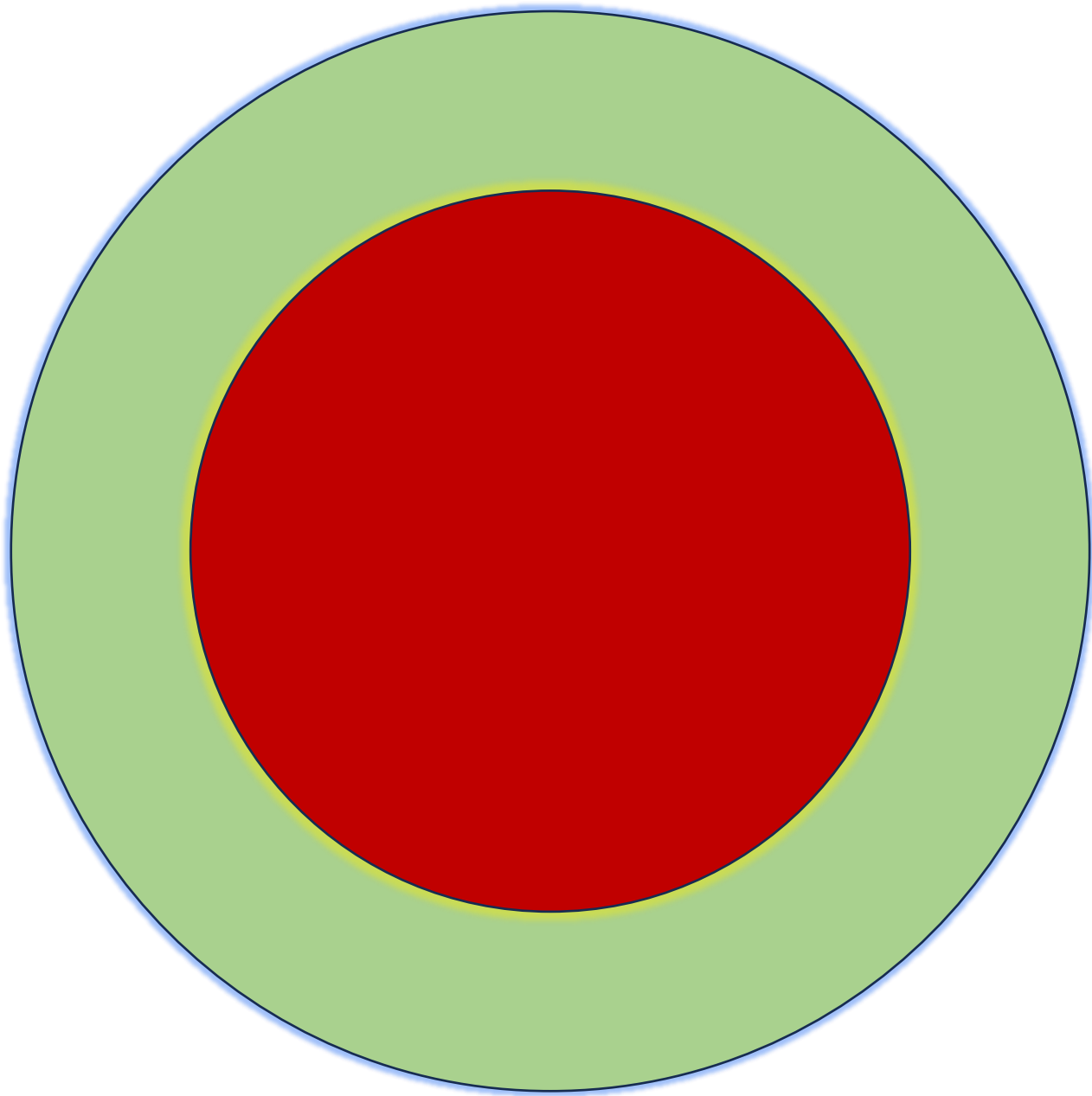


Leading from Within: The Inner Discipline of Effective Leadership

Growth Mindset & Collaboration 2.0

NISHANT KASIBHATLA

Human Performance Expert and Certified Speaking Professional (CSP)

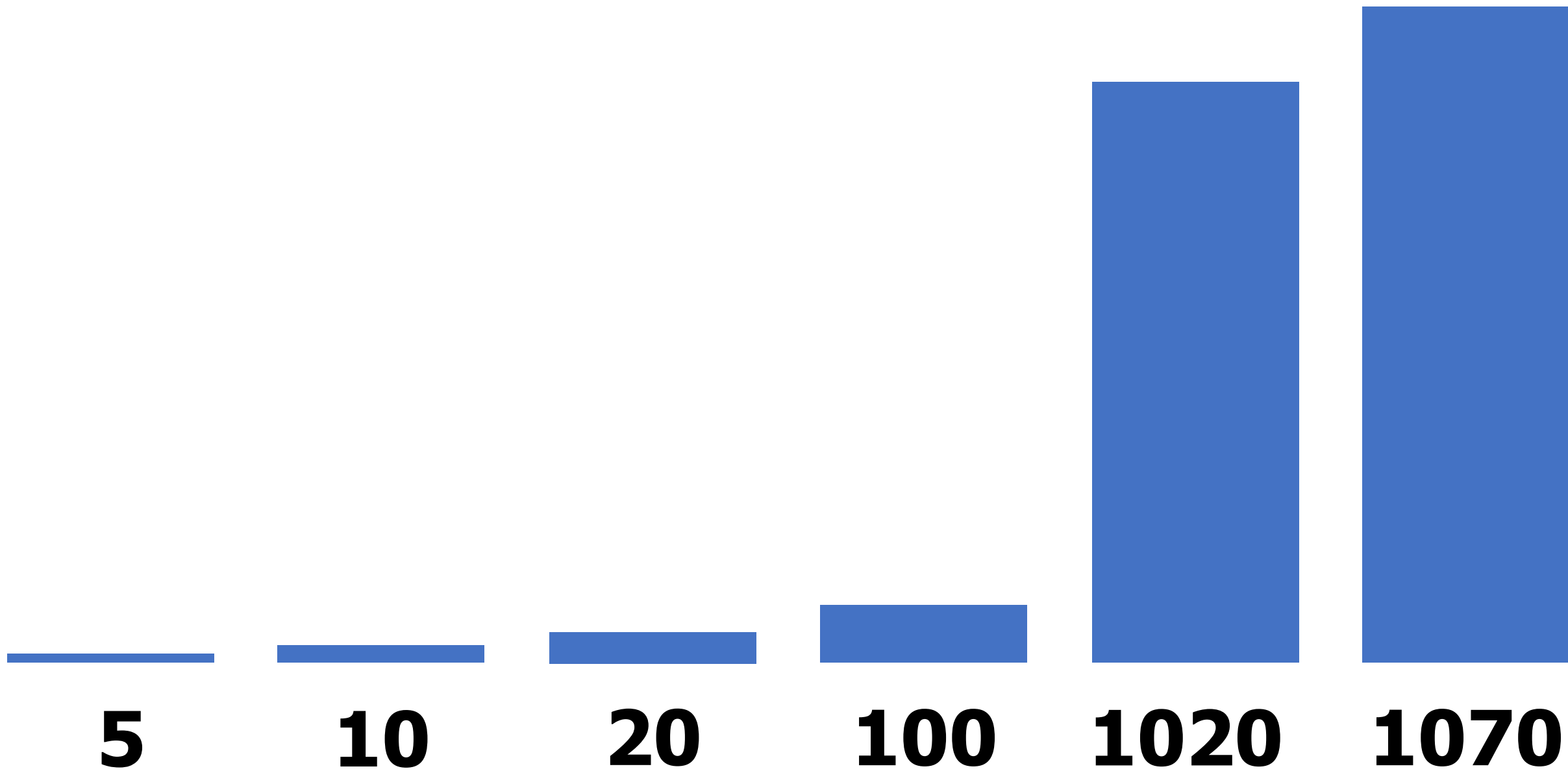


FRR

F **FOCUS**

R

R



1-3-50-0



1 needle-moving task



3 deep breaths



50-minute timer



0 distractions

1-3-50-0

1-3-25-0

1-3-10-0

“

Focus builds momentum.
Distractions kill momentum.

Nishant Kasibhatla

F FOCUS

R RECALL

R

INSTANT REPLAY



FALSE SENSE OF COMPETENCE

**CONSUMES
KNOWLEDGE**

**COMMANDS
KNOWLEDGE**

“

You don't truly learn it
until you can recall it.

Nishant Kasibhatla

F FOCUS

R RECALL

R REFLECT

1 QUESTION

What did I learn?

About myself

My team

My work

NEXT DECISION

NEXT PROJECT

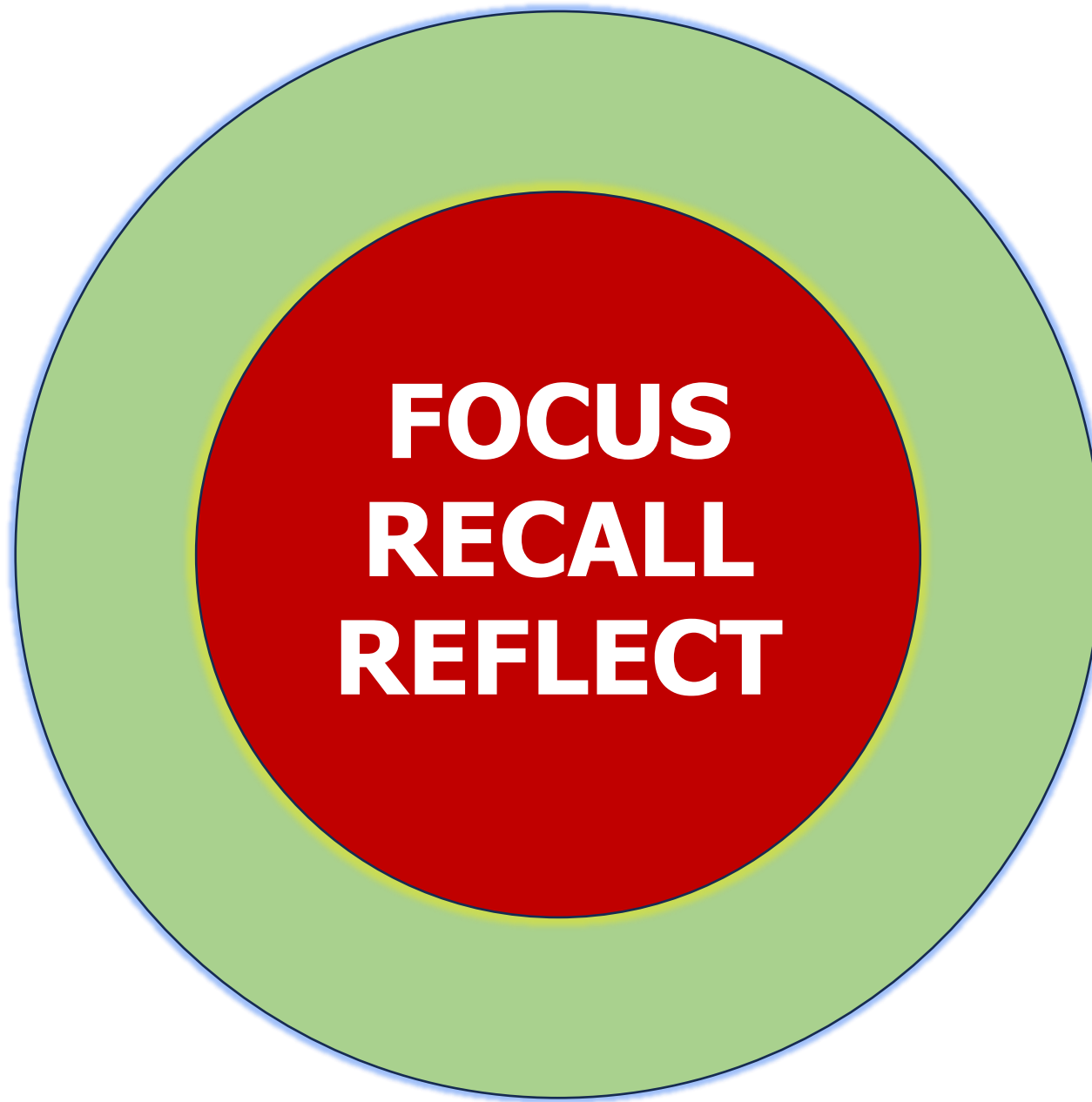
NEXT DAY

“

If you don't reflect,
you may end up with regret.

Nishant Kasibhatla

FRR





<https://pxllnk.co/MLS2026>



LEADING IN THE AGE OF AI

FRANK FURNESS

Speaker & Author, Consultant & Coach



MALAYSIA
LEADERSHIP
SUMMIT 2026

Büdaya



LEADERONOMICS
The Science of Building Leaders



Would You Hire This Man



We Thought These Were Advanced





MALAYSIA
LEADERSHIP
SUMMIT 2026

Büdaya



LEADERONOMICS
The Science of Building Leaders



Every Industry Gets Disrupted



THE EVOLUTION OF BUSINESS: 2000 vs. 2026



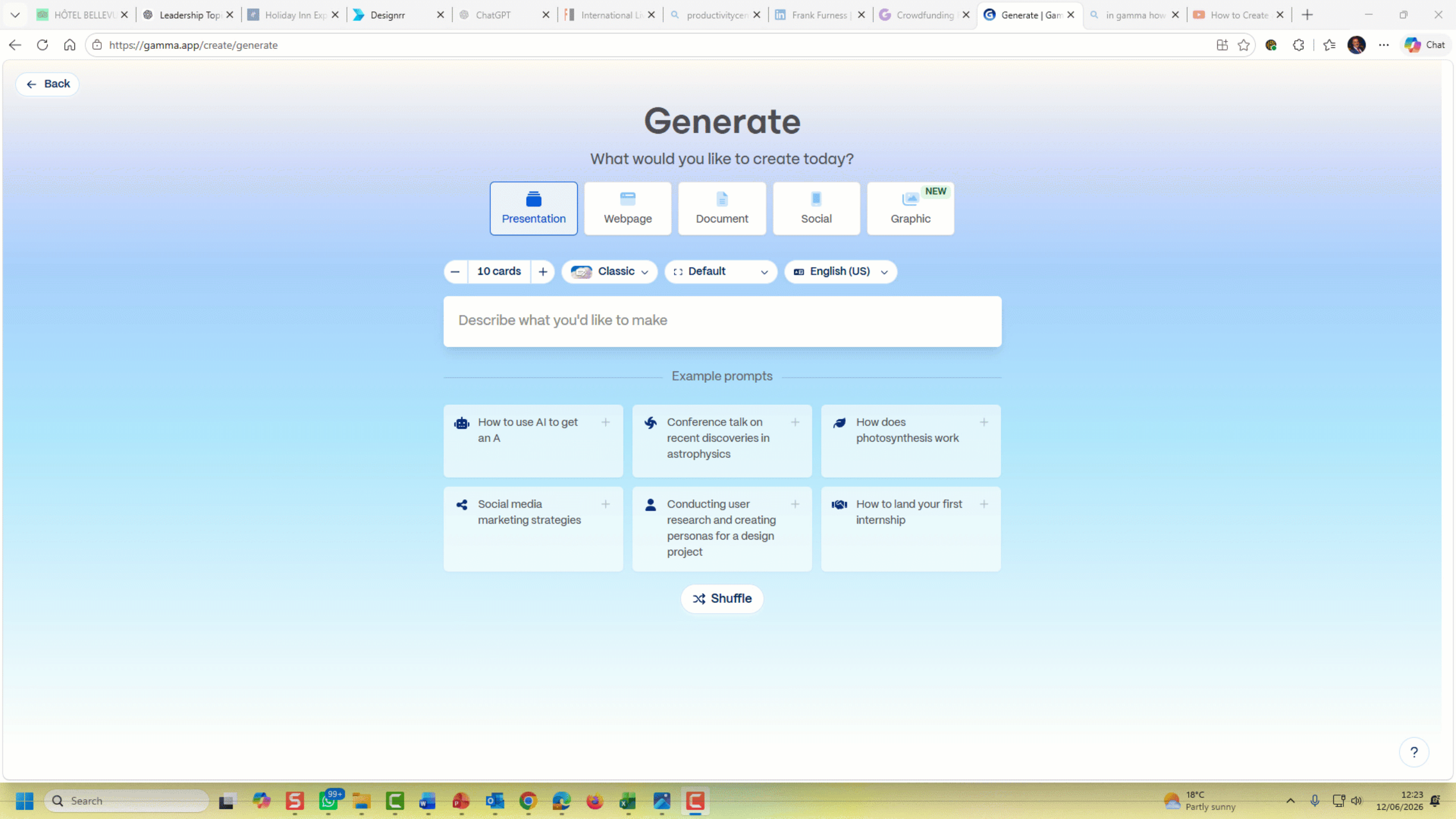
PROCESS DRIVEN

INWARD FOCUS • COMPANY CENTRIC



RELATIONSHIPS DRIVEN

OUTWARD FOCUS • CLIENT CENTRIC



← Back

Generate

What would you like to create today?

- Presentation
- Webpage
- Document
- Social
- Graphic NEW

10 cards Classic Default English (US)

Describe what you'd like to make

Example prompts

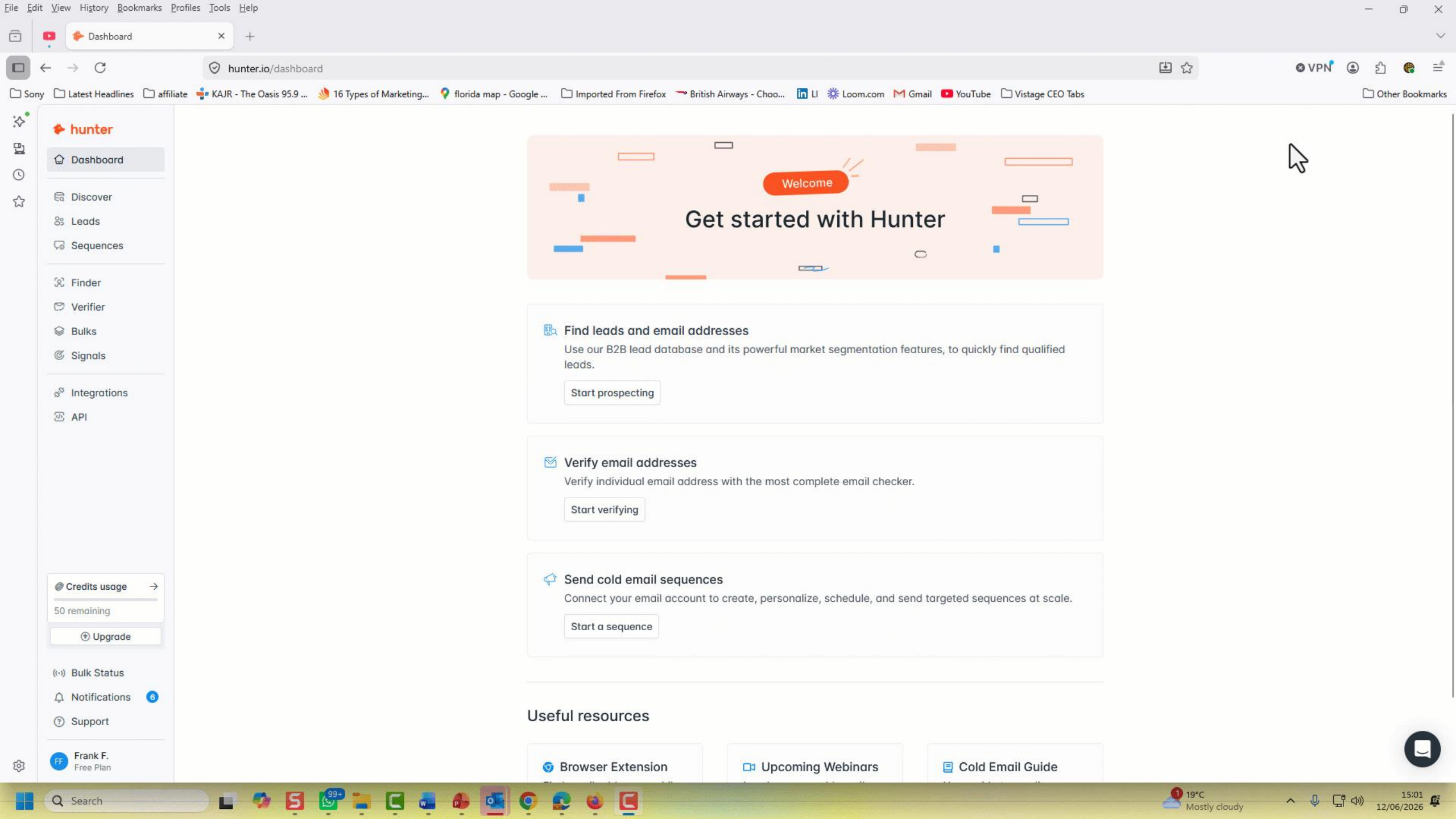
- How to use AI to get an A
- Conference talk on recent discoveries in astrophysics
- How does photosynthesis work
- Social media marketing strategies
- Conducting user research and creating personas for a design project
- How to land your first internship

Shuffle





How to Find Anyone's Email Address



The MAGNIFICENT SEVEN



★ SEVEN TOOLS. ★ ENDLESS POSSIBILITIES. ★ YOUR ADVANTAGE. ★



MALAYSIA
LEADERSHIP
SUMMIT 2026

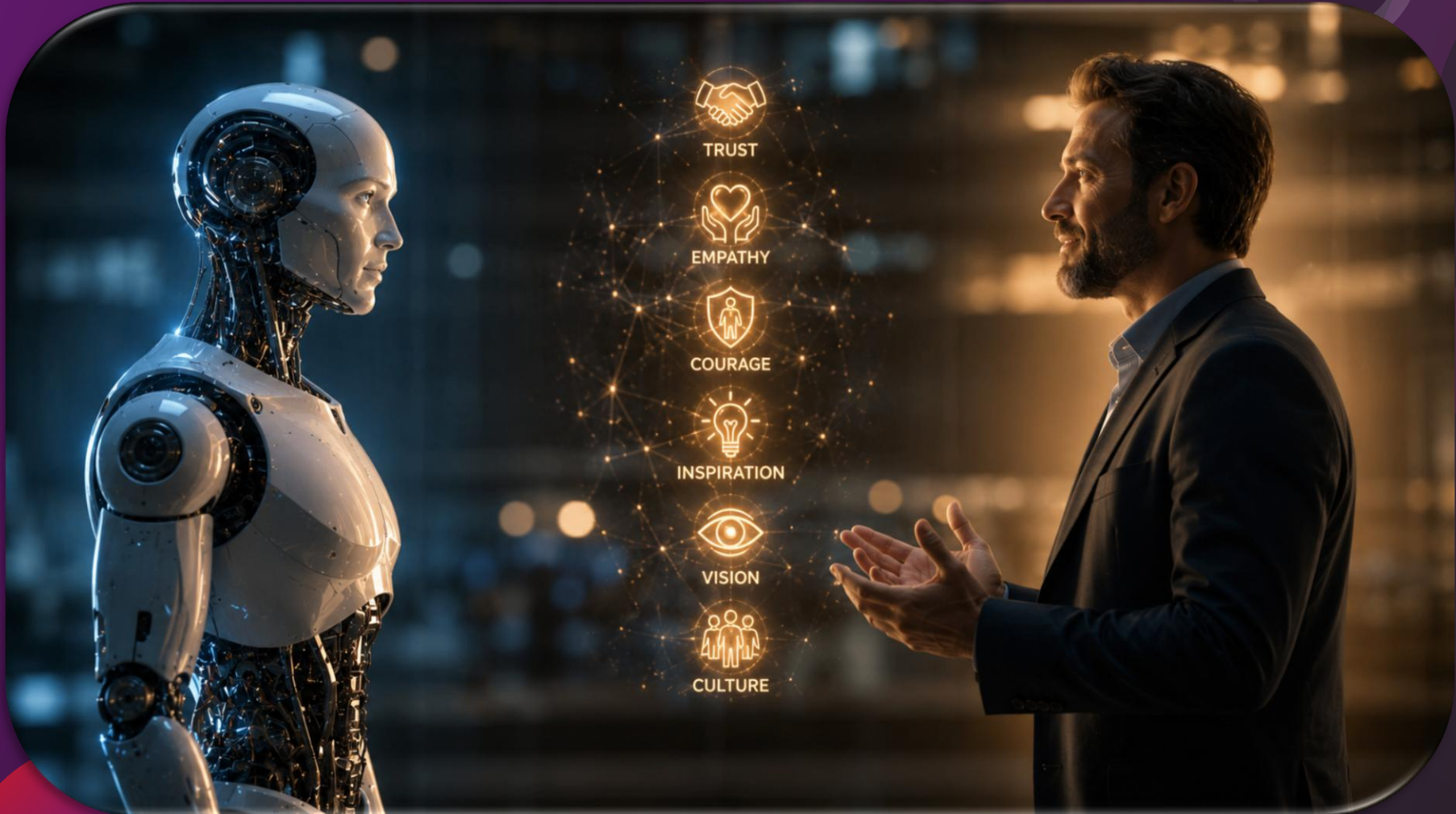
Büdaya



LEADERONOMICS
The Science of Building Leaders



What AI Cannot Do



Lessons From 70 Countries



Adaptability

Curiosity

Continuous Learning



- STRATEGY
- INNOVATION
- EXECUTION
- SUCCESS

EXCELLENCE — IS A TEAM — SPORT

UNITED BY PURPOSE. DRIVEN BY PASSION.

GET YOUR PHONES OUT



**SCAN THE
QR RESOURCE
ON THE NEXT SLIDE**

AI





<https://www.productivitycentre.com/mls>



THE SCIENCE OF SCALING

Growth Mindset & Collaboration 2.0

REJIE SAMUEL

Former CEO Air International Thermal Systems



The Night We Almost Lost Everything - And How It Led to multibillion \$ enterprise

The Moment

In 2008, alone in a Pattaya hotel room, a creditor on the phone demanded immediate repayment of **A\$7 million**. The GFC had just detonated. My CEO had just been diagnosed with cancer. I had a choice: find a way, or watch everything collapse.

The measure of a leader is not what they do when conditions are favourable. It is what they do when everything falls apart at once.

This is the story of three simultaneous crises, one buried clause, and the decision that set a \$120M company on the path to **multibillion \$ enterprise**

Three Crises. One Decision. No Backup Plan.

Most leaders face one crisis at a time. In 2008, AITS faced three simultaneously and I was asked to navigate all of them at once.

Crisis 1 : The Global Financial Crisis

Automotive demand collapsed overnight. Confirmed orders vanished. For a \$120M business across multiple continents, this was existential

Crisis 2: The Leadership Void

Our CEO was diagnosed with cancer and had to retire mid-crisis. The board asked me to move to China and run COO and CEO roles at once. No handover. No runway.

Crisis 3 : The Financial Exposure

Thailand faced an urgent creditor demand on a A\$7M investment. The outcome would decide whether Thailand, and by extension AITS, would survive

"The measure of a leader is not what they do when conditions are perfect. It is what they do when everything is falling apart at the same time."

The Night in Pattaya; When a Buried Clause Saved a \$Billion Future

This is the story I have never fully told in public. Until today.

The Scene

2008, GFC at its peak. Alone in a Pattaya hotel. A near-bankrupt creditor demanded immediate repayment of A\$7M: "pay now, or we throw the machines in the river."

The Search

Instead of panicking, I returned to the original deal documents. Buried in the fine print: a clause entitling us to demand a **A\$10M loan** from the previous shareholders.

The Pivot

AITs still had to pay the A\$7M, but now we could fund it. We invoked the clause, used the A\$10M entitlement to secure a bank guarantee, and approached Kasikorn Bank.

The Outcome

Thailand did not just survive; it became the **most strategic entity** in the global group. It all traces to one decision: read one more page

"They came to take A\$7 million. I found a clause that entitled us to A\$10 million. The deal was always better than it appeared - I just had to find it."



When the Board Calls: You Answer

Former CEO was more than a CEO; he made everyone better. When cancer forced him to step back, one question could not wait: who leads now? The board's answer: move me to China as COO and acting CEO, effective immediately. 21 facilities. Multiple continents. Thousands of people.

1 Clarity of Priority is Everything

You cannot do both jobs equally well each day. Decide every morning which role the organisation needs most. Ruthless prioritisation became my most valuable habit.

2 The Organisation Takes Its Cue from the Leader

Walk in uncertain, and uncertainty spreads. Composure is not a luxury; it is a necessity.

3 You Find Out What You Are Made Of

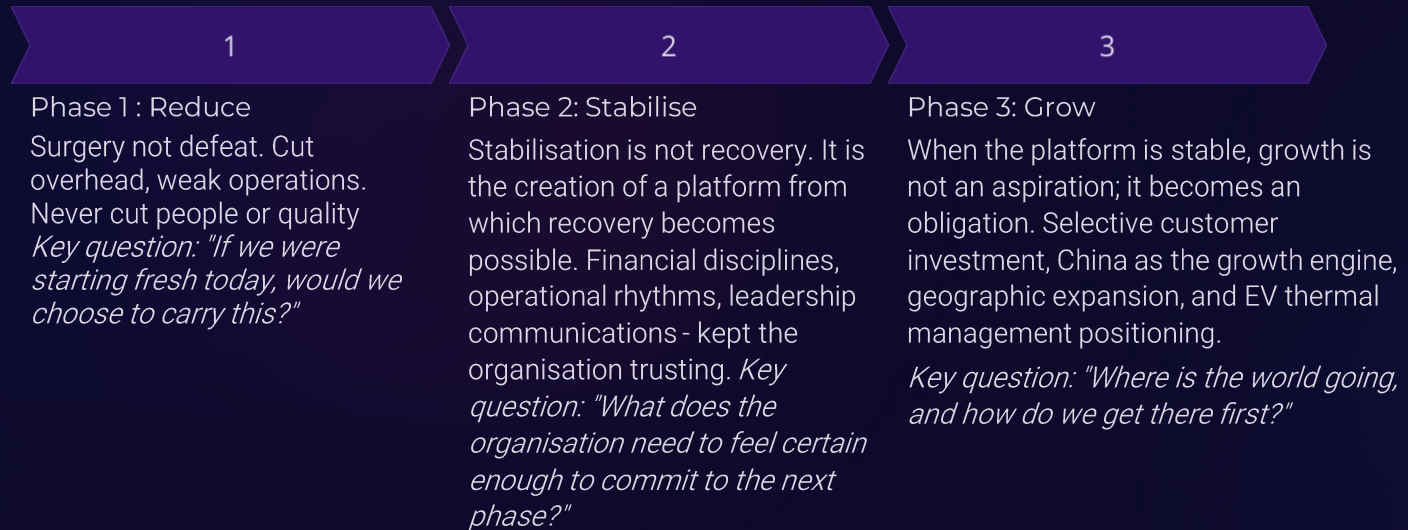
There is no substitute for carrying weight that feels too heavy, and finding you can carry it anyway

"Previous Leaders built the foundation. My job was to make sure the house didn't fall and then build it higher than they ever imagined."

Three Words. Infinite Applications. One Framework That Still Works.

In the middle of the GFC, I needed a framework simple enough for the entire organisation to act on, and rigorous enough to guide billions worth of decisions. That framework was:

REDUCE.STABILISE.GROW.



"The organisations that survive crises are not those that resist change. They are those that choose which changes to make, in which order, with which resources."

Why I Moved to China and the Bet I Made There

Most would have seen the China move as a burden. I saw it as our most important strategic play. In 2008, China was becoming the center of gravity for global automotive demand: the one market still growing while others contracted. A leader on the ground was an advantage no remote management could match.

What I Found

A team capable of more than anyone asked. A culture that valued presence and commitment. Opportunities invisible from outside. Relationships that would anchor decades of growth.

What I Built

In 2010, Shanghai JV in bad shape... board instructed to sell. Brought them a detailed case to buy the other 50% instead. We took full control in 2010, and China became our engine of growth.

"You cannot lead a market you do not understand or understand one you have never inhabited."



Proximity, in that moment, was the strategy.

What \$Billion Actually Looks Like; The Journey in Numbers

The headline number is \$2 billion. But the journey was not a straight line with the Pattaya moment as the inflection that turned survival into ascent.

REVENUE TRAJECTORY



\$XB

PEAK REVENUE

From \$120M at the height of the GFC

21

GLOBAL FACILITIES

Across 6 continents at peak

Top 5

GLOBAL RANKING

Thermal supplier worldwide

2

SURVIVORS

Thermal companies that avoided bankruptcy

2015: We Chose to Disrupt Ourselves Before the Market Did

By 2015, AITS sold two products: HVAC and powertrain cooling. Profitable, but commoditising fast. Staying the course meant slow death by **competition**. So with my team, we pivoted: from an outsourced component maker into a full thermal systems solution provider for the electric vehicle era.



From Components to Systems

We stopped selling parts and started owning the whole thermal system: EV battery chillers, heat pumps, integrated controls and software. Higher value, harder to copy.



Ahead of the EV Curve

We invested in EV thermal management years before most OEMs demanded it. When the market turned, we were already a credible systems integrator, not a late entrant scrambling to catch up.



The Courage to Cannibalise

The hardest pivots threaten the very products paying today's bills. Disrupting yourself while still profitable takes nerve, but it is the only way to avoid being disrupted by someone else.

"Every business has a comfortable product that is quietly dying. The leader's job is to kill it before the market does."

You Cannot Just Manage Financials. You Have to Manage the Operations That Create Financial Results.

Most boards and CFOs manage the financial statements revenue, EBITDA, cash flow, margin. These are the **outputs**. But outputs are the result of inputs, and inputs are operational. If you want to change the financial results, you have to change the operational realities that create them.



Lever 1: Customer Intimacy

We knew customers' problems before they did. When OEMs asked about EV thermal, we already had answers. Intimacy is competitive intelligence, not sales.



Lever 2: People Architecture

The team that built \$120M to \$500M was not always the team for \$500M to \$XB. As roles grow, people must grow or be repositioned. My hardest decisions, and my most important



Lever 3: Operational Excellence as Cultural Value

Not a program, but a non-negotiable standard. CARE and CAN-DO were operating standards: the same in Bangkok and Detroit.

"The best leaders don't just build companies. They build the next generation of leaders."

From Bangkok to Detroit to Slovakia - One Operating Culture

21 facilities. 6 continents. Dozens of languages. Centuries of national cultural tradition. And one non-negotiable operating culture.



The Critical Distinction

National culture is the hardware. Company culture is the operating system. You do not change the hardware. You install the same operating system on all of it.

The CARE Values

Collaboration, Accountability, Resilience, Excellence: the same in Thailand, China, India, Slovakia, Detroit, and Mexico. The standard of quality was the same. The expectation of accountability was the same.

Calibrated Delivery

How values land differs by context. In Thailand, accountability may be a private conversation; in Detroit, more direct. The standard never changes; only the delivery.

The Principle

The destination never changes. The route sometimes must. That is not a compromise - it is sophistication.

Five Things That Were True in Pattaya, and Are Still True Today

Two decades on from the GFC, I have coached, consulted, and led in organisations across Asia, Europe, and the Americas. The leadership principles I learned in Pattaya have not changed. What has changed is my ability to articulate them.

01

Composure Is Not Calmness. It Is Clarity Under Chaos.

I was not calm; I was scared. But composed enough to keep thinking and find the clause.

02

The Frame Is Almost Never Right.

Their frame: "pay A\$7M." The real frame: "we are entitled to A\$10M." Challenge the frame before accepting the problem.

03

Speed of Decision Is Not the Same as Quality of Decision.

Pattaya needed speed, possible only because the preparation was already done. You do not build decision-making in a crisis; you deploy it

04

Every Crisis Leaves a Window

The GFC destroyed those who could not see it. We were positioned to walk through it.

05

The Best Leaders Build What Lasts Beyond Them.

The foundations outlasted their builder's tenure. Build what survives you.

The Science of Scaling: It Is Not Magic. It Is a Science.

Everything shared today, the crisis, the pivots, the culture, the coaching, is not a unique story. It is a repeatable formula. The Science of Scaling is the distillation of the \$120M to \$XB journey into principles any organisation can apply.

Law 1: Clarity Before Speed

You cannot scale what you cannot define. Get vision and strategy crystal clear before accelerating.

Law 2: Culture Is Infrastructure

Culture is the operating system your strategy runs on, not a poster on the wall.

Law 3: People Multiply Strategy

The right people do not just execute strategy; they improve it. Invest in people like capital.

Law 4: Execution Is Competitive Advantage

When everyone has the same strategies, disciplined execution is the only true differentiator.

Law 5: Adapt or Become Irrelevant

Markets shift. Technologies disrupt. The organisations that scale sustainably are those that build adaptability. AITS moved into EV thermal before the market did

"\$120M to \$2B was not luck; it was leadership, strategy, and relentless execution. The question is not whether transformation is possible. It is whether you are ready to lead it."

Growth Unlocked: The Coaching Program

Arché Suite · In partnership with Leaderonomics and GLM



ARCHÉ SUITE
G R O W T H U N L O C K E D



For Individual Leaders

A challenging, personally calibrated engagement that builds capability, composure, and strategic thinking.



For Leadership Teams

Group coaching on the Arché Suite syllabus, anchored in real organisational challenges.



For Organisations

Leadership development that produces measurable behavioural change: progress tracked, commitments kept, results observable.

❑ The Pattaya Principle. The RSG Framework. The Execution Trap. Culture as Infrastructure. Frameworks I lived, not read about.

"The best leaders do not just build companies. They build the next generation of leaders."

What Will Your Pattaya Moment Demand of You?

You may never sit in a Thai hotel reading a contract at midnight. But you will face your version of that moment: when the stakes are real, the options feel exhausted, and the next hour echoes for a decade. The question is not whether it is coming. It is. The question is: what kind of leader will you be?

Hold Vision. Flex the Path.

The destination never changes; the route sometimes must.

Manage Operations, Not Just Results.

Stop watching the scoreboard. Build the team that changes the score.

Build What Lasts Beyond You.

Not companies. Not revenues. Leaders.

"I did not set out to build a \$XB company. I set out to solve the problem in front of me: one decision at a time, with one principle: find a way. The rest followed."

Rejie Samuel · rejie.samuel@leaderonomics.com · +6019-2430939

Arché Suite, Growth Unlocked · In partnership with Leaderonomics and Global Leadership Malaysia (GLM)



THANK YOU

REJIE SAMUEL

Former CEO Air International Thermal Systems



ARCHÉ SUITE
G R O W T H U N L O C K E D



The hidden side of leadership – Shaping your thinking that drives lasting impact

Elena Dolmat, Executive Coach

+60 17 252 20 49

elena@edcoach.org

○ How do we acquire the ability to suffer when we don't get something?

Sometimes the thoughts in my head...



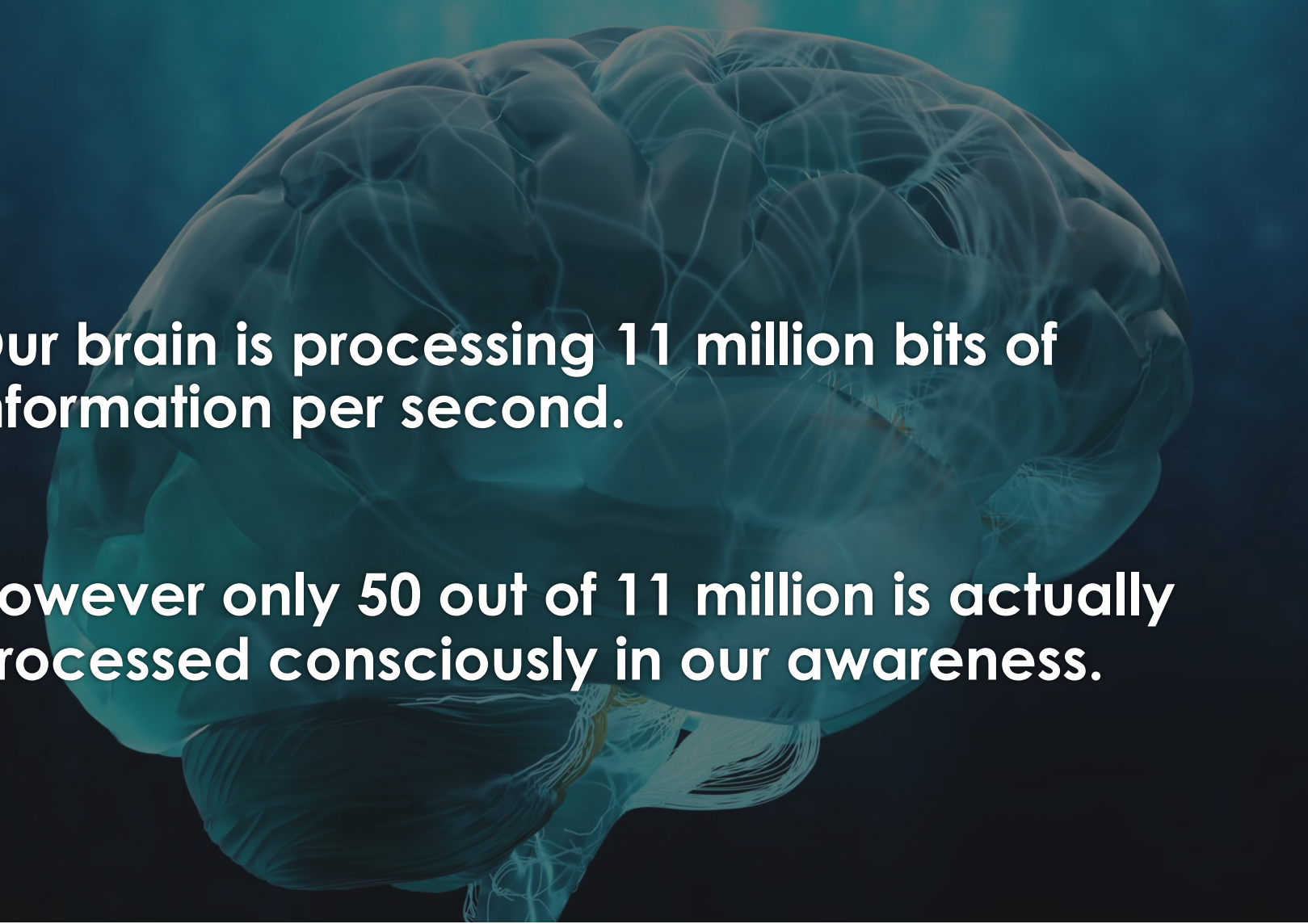
... can get too overwhelming.



Smart leaders
don't struggle
because they
lack intelligence.

They struggle
because their
thinking becomes
noisy.

○ What situation is taking the most mental energy from you right now?



Our brain is processing 11 million bits of information per second.

However only 50 out of 11 million is actually processed consciously in our awareness.

Event → Thought →
Thought → Thought
→ Thought....



○ How many times have you mentally replayed it this week?

Sasha didn't see four failures.
He saw four events - four facts.

A pair of hands is shown holding a small, colorful globe of the Earth. The globe is positioned in the center of the frame, with the hands cupping it from the sides. The background is a soft, out-of-focus brown. Overlaid on the image is a quote in white, bold, sans-serif font.

**We don't see the world as it is -
we see the world as we are.**

There are two ways to see the world

1. Some
people see
the thing that
they want

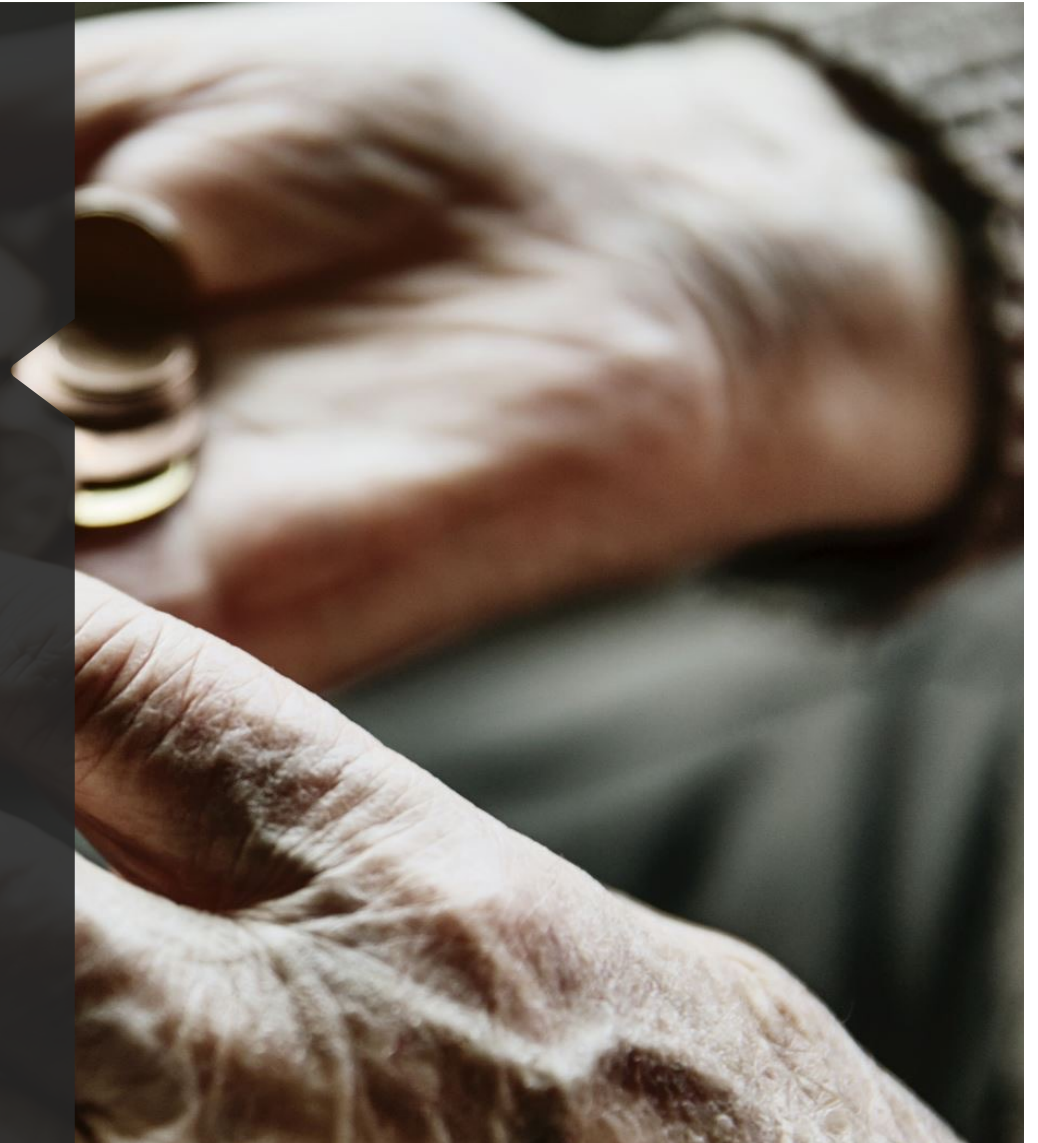
2. Some
people see
the thing that
prevents
them from
the thing that
they want



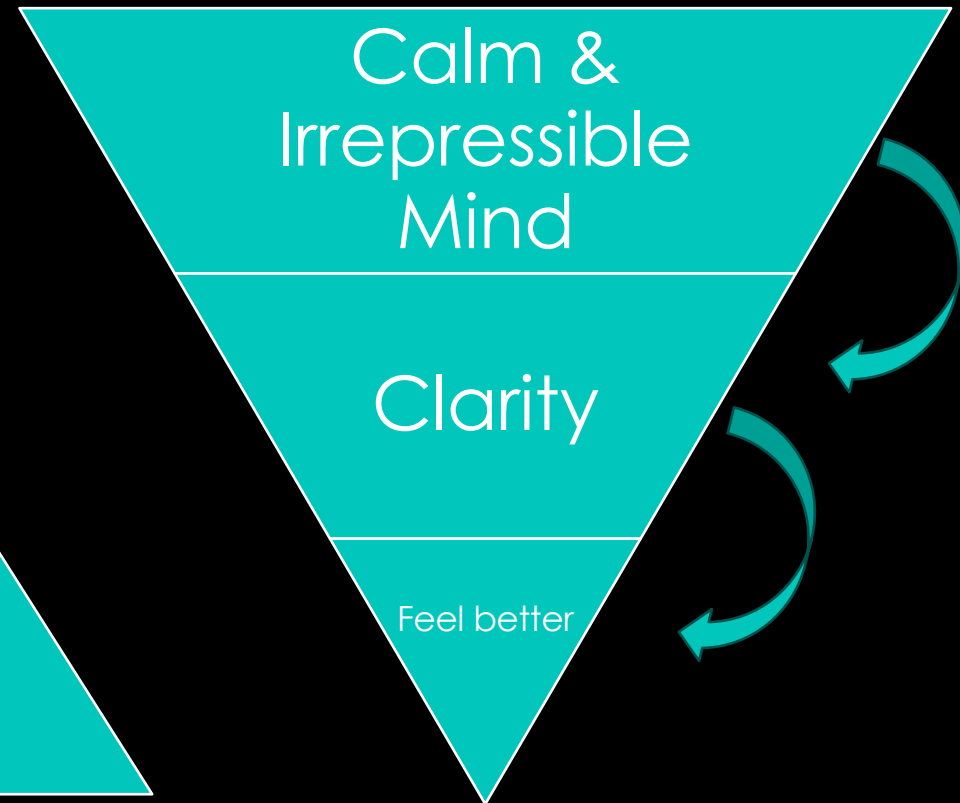
○ WHY?

- We don't want to be better
- We don't want better relationship
- We don't want success
- We don't want money

We want to feel better.



○ What emotion is most present?



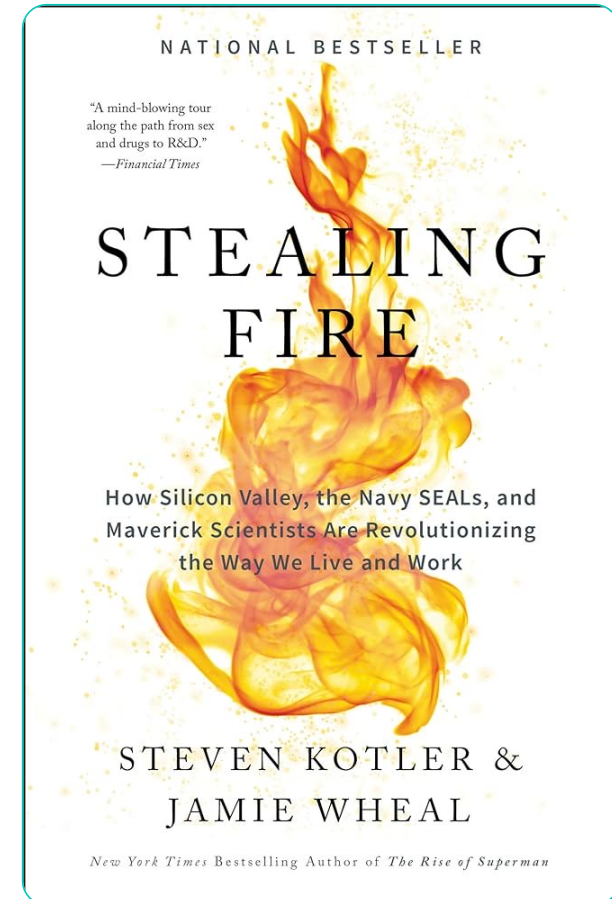
**Calm & Irrepressible
Mind:**

**Thinking Capacity +
Inner State**

* Jamie Wheal and Steven Kotler Research

* Book "Stealing Fire: How Silicon Valley, the Navy SEALs, and Maverick Scientists Are Revolutionizing the Way We Live and Work"

We pay
\$4 trillion
to achieve Calm
& Irrepressible
mind



RESULTS

WHEN I
HAVE

I'LL
DO

AND THEN I'LL
BE

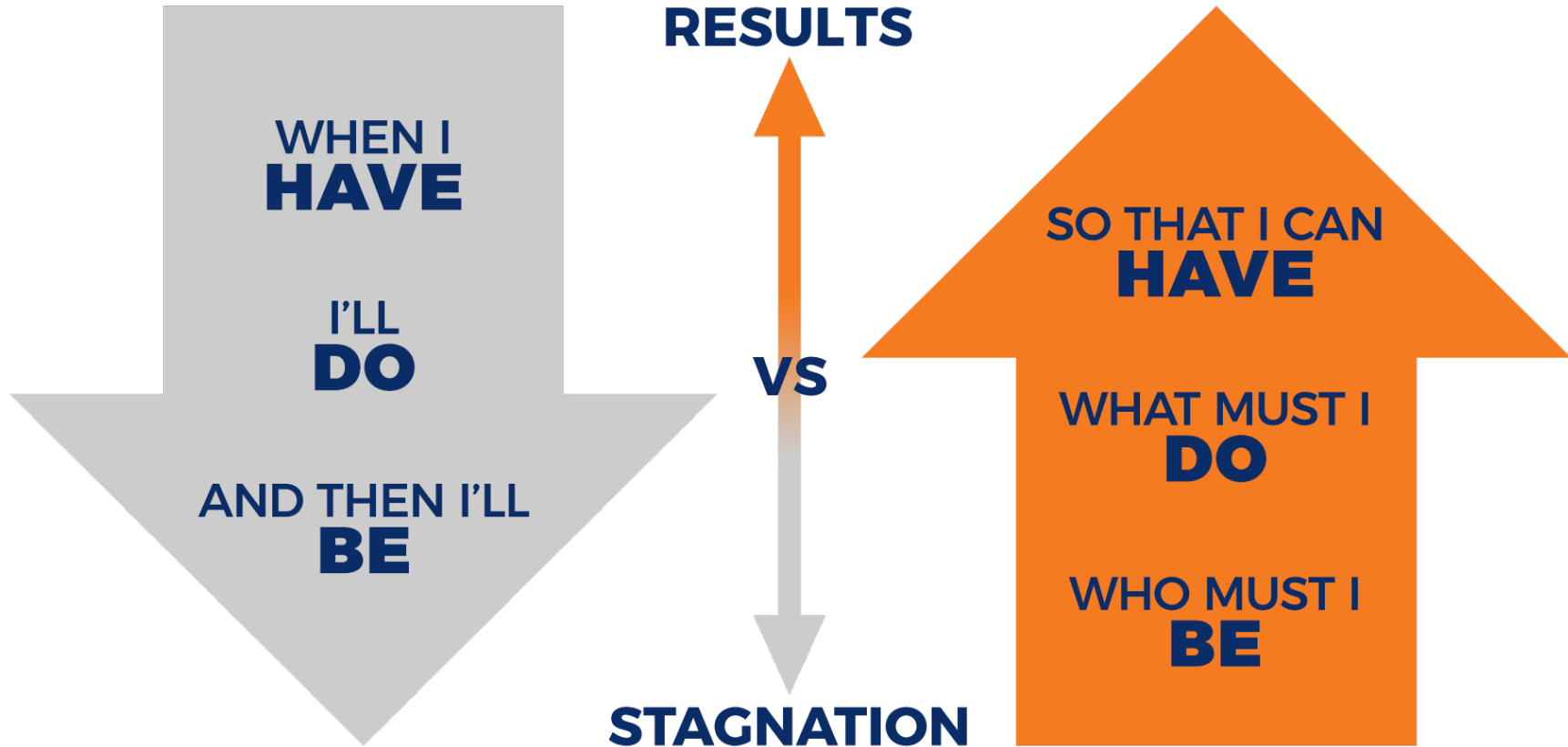
VS

SO THAT I CAN
HAVE

WHAT MUST I
DO

WHO MUST I
BE

STAGNATION

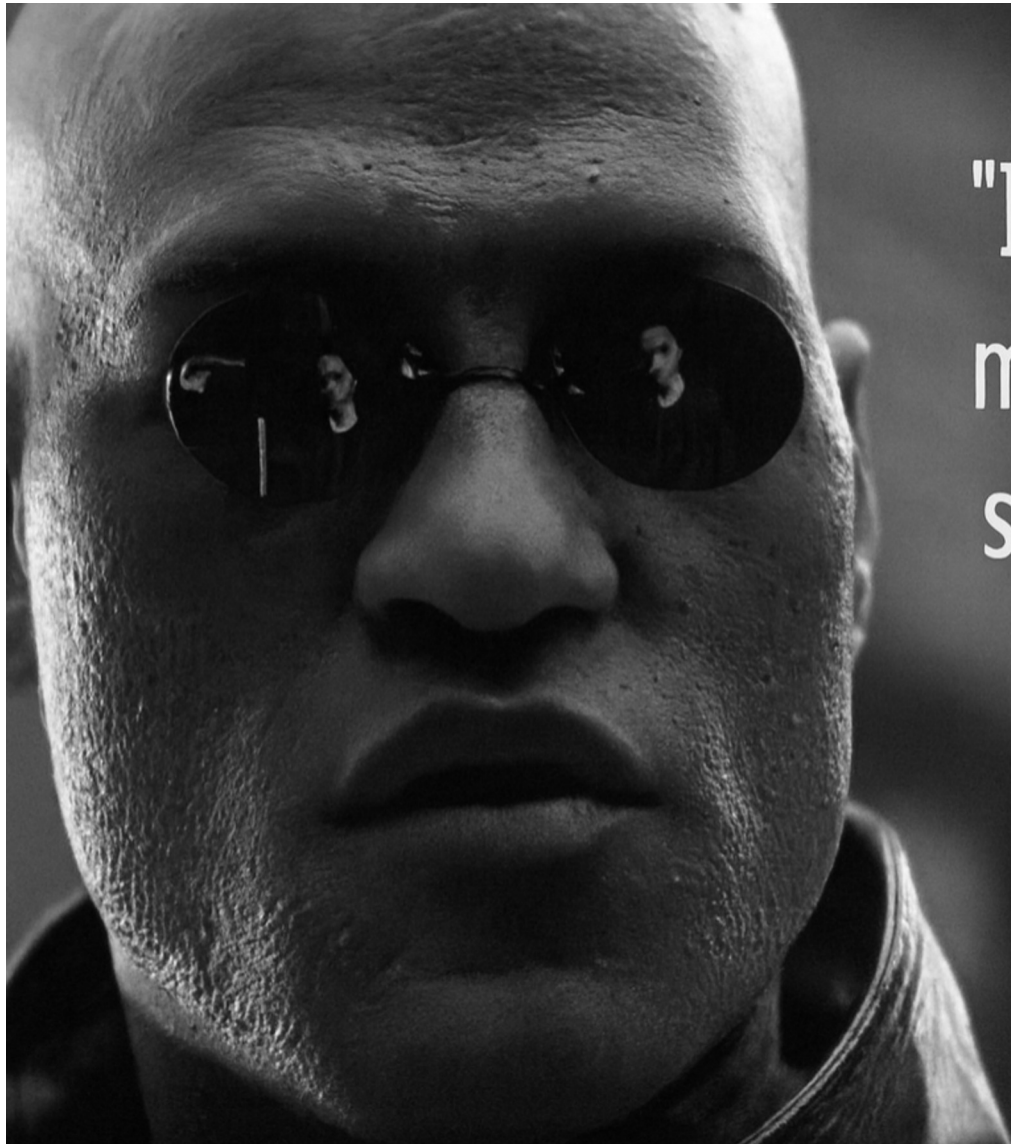


When I have more time I'll
spend it with my family
and I'll be a better
parent...

BECOMES...

I need to BE the best
parent now, so I must
reduce my working hours
and be more present to
develop great
relationships with my
family.

**We are all born in a
BE state of Calm and
Irrepressible mind.**



"I'm trying to free your
mind, Neo. But I can only
show you the door. You're
the one that has to walk
through it."

- *Morpheus* -

1. My work is hard
2. My partner does not respect me
3. His words: "you are not good enough"
4. I am lonely

1. There is always not enough money
2. I have 50.000 MYR on my bank account
3. He does not love me
4. My weight is 65 kg

EMERALD

Event (Neutral Fact)

Meaning

Emotion

Reaction

Actual Result

L&D (Love or Destruction)

REVERSE Practice

Event

New **Emotion**

New **Meaning**

New **Reaction**

New **Actual Result**

L&D

Filtering questions

1. *Is it true?*
2. *Does it support me?*
3. *Is there love towards myself?*

- **Event** – my stakeholder said that he disagrees with my suggestion
- **Meaning** – I am not delivering at my best
- **Emotion** – Disappointment (with myself)
- **Reaction** – I defence myself
- **Actual Result** – I overexplain
- **L&D** - Destruction

- **Event** – my stakeholder said that he disagrees with my suggestion
- **New Emotion** – Interest
- **New Meaning** – He might have a wise and useful perspective
- **New Reaction** – I want to learn more about his view
- **New Actual Result** – I ask questions
- **L&D** - Love

- **Event** – the VP made a decision without consulting with me
- **Meaning** – He does not trust me
- **Emotion** – Resentment
- **Reaction** – Distancing from him
- **Actual Result** – I don't engage in conversations with him
- **L&D** - Destruction

- **Event** – the VP made a decision without consulting with me
- **New Emotion** – Calmness
- **New Meaning** – He has the right to do so
- **New Reaction** – Approach him
- **New Actual Result** – Learn more about his decision and its rational
- **L&D** - Love

PRACTICE

EMERALD

- **Event** – What happened? (Neutral Fact)
- **Meaning** – Which thought did appear in your mind when this happened?
- **Emotion** – What did you feel?
- **Reaction** – How did you react out of this emotion?
- **Actual Result** – What was the result?
- **L&D** – Did it create love or destruction?

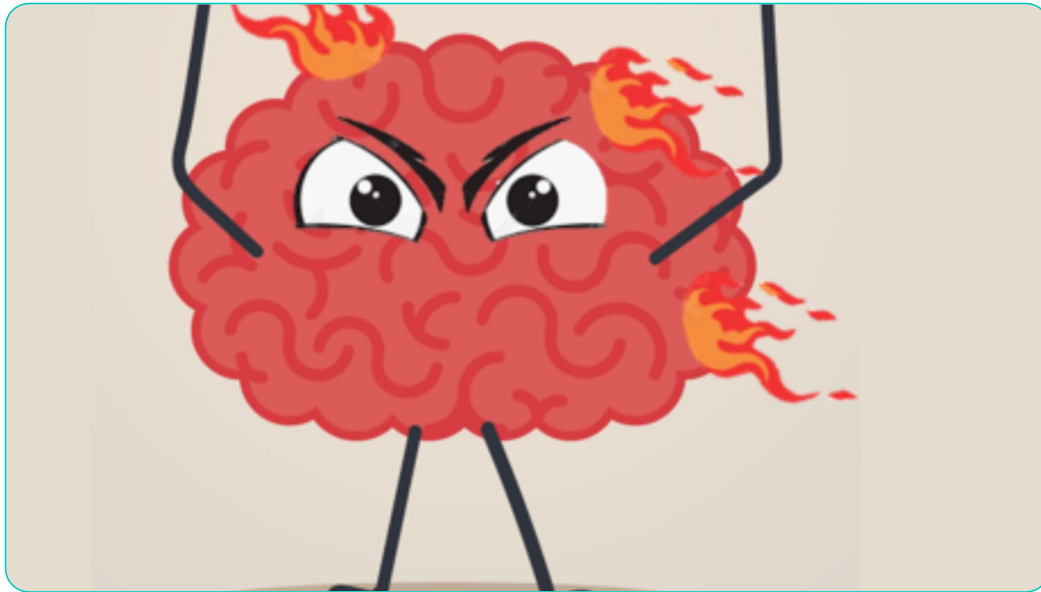
REVERSE

- **Event** – What happened? (Neutral Fact)
- **New Emotion** – How would I like to feel instead?
- **New Meaning** – Which other thought could I think?
- **New Reaction** – What would be my reaction?
- **New Actual Result** – What would be the result?
- **L&D** - Would it create love or destruction?

PRACTICE

Filtering questions

1. *Is it true?*
2. *Does it support me?*
3. *Is there love towards myself?*



Wise Leadership is –

ability to regulate
emotions and
RECOVER from
strong emotions.

1. **Box breathing technique**

2. **5-4-3-2-1 technique** (5 see, 4 touch, 3 hear, 2 smell, 1 feel)

3. **Skewed deep slow breathing** activates vagal nerve (4 seconds in + 6 sec out * 10 cycles). Count seconds on one hand and cycles on another hand

4. **Jacobson muscular relaxation technique**

5. **Meditation**



**SLOW
YOUR
HEART**

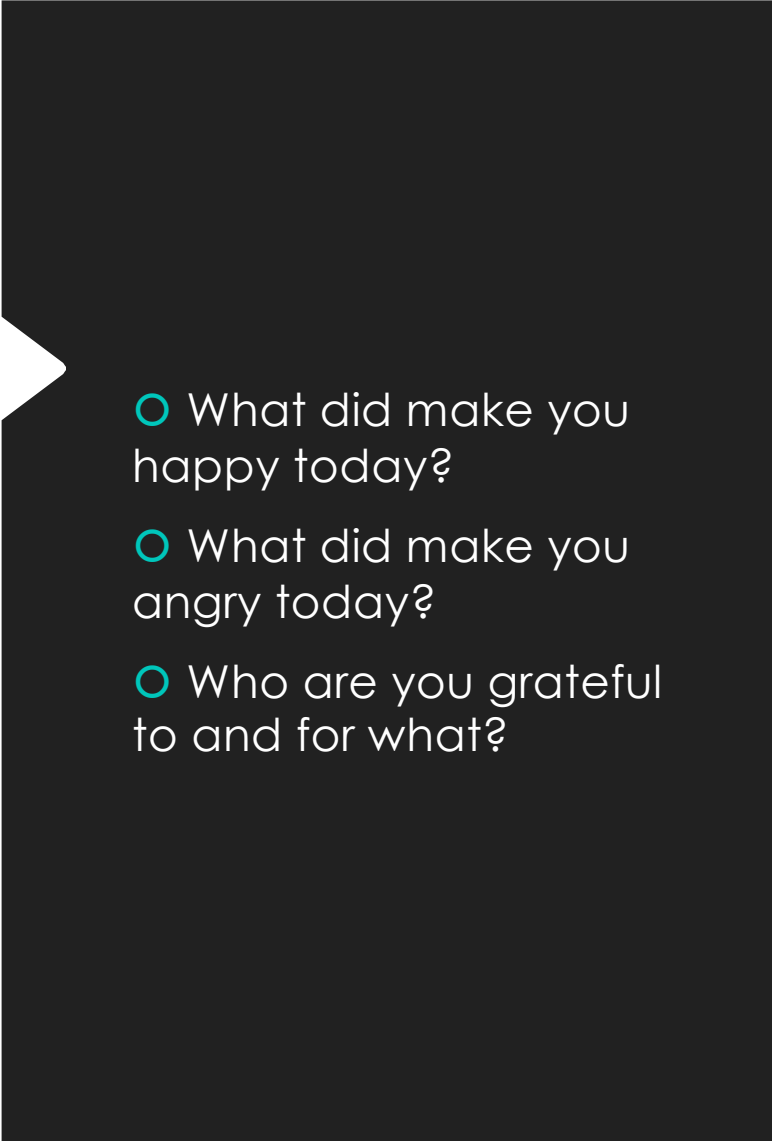


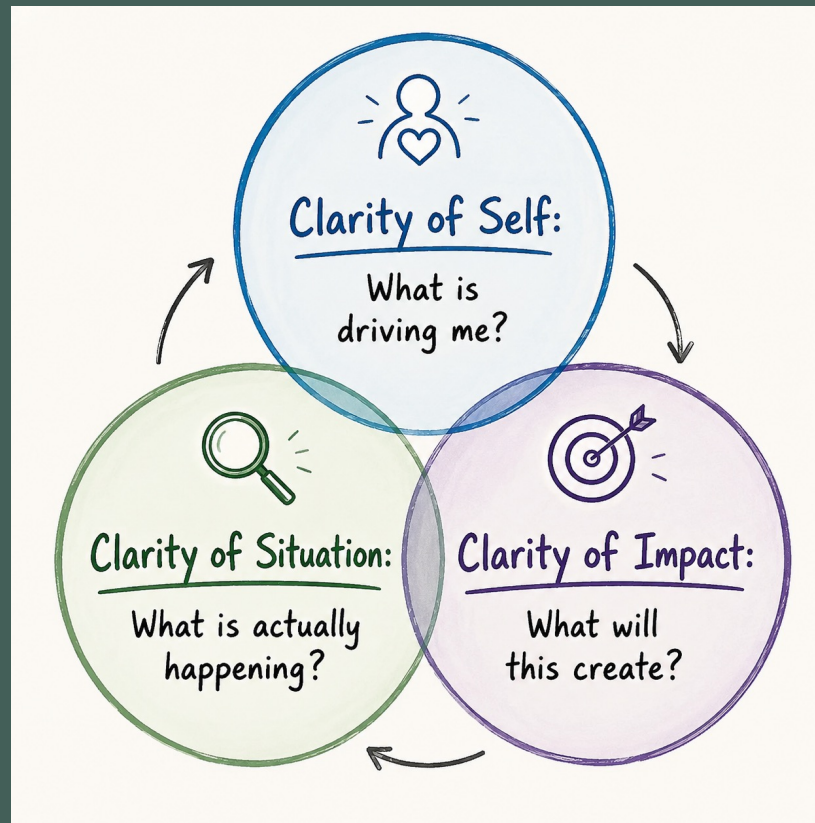
Am I the person I want to be,
right now?

Your Leadership Impact will
never exceed your
Thinking Capacity
and
your CQ.



**New neural
connections
are being built
from 65 to
290 days**

- 
- What did make you happy today?
 - What did make you angry today?
 - Who are you grateful to and for what?





Leadership Clarity is not about
controlling events.

Leadership Clarity is about
NOT BECOMING TRAPPED by the
meanings you automatically attach to
events.

***What disappointment,
assumption are you still
carrying today that your
six-year-old self would
have already let go?***

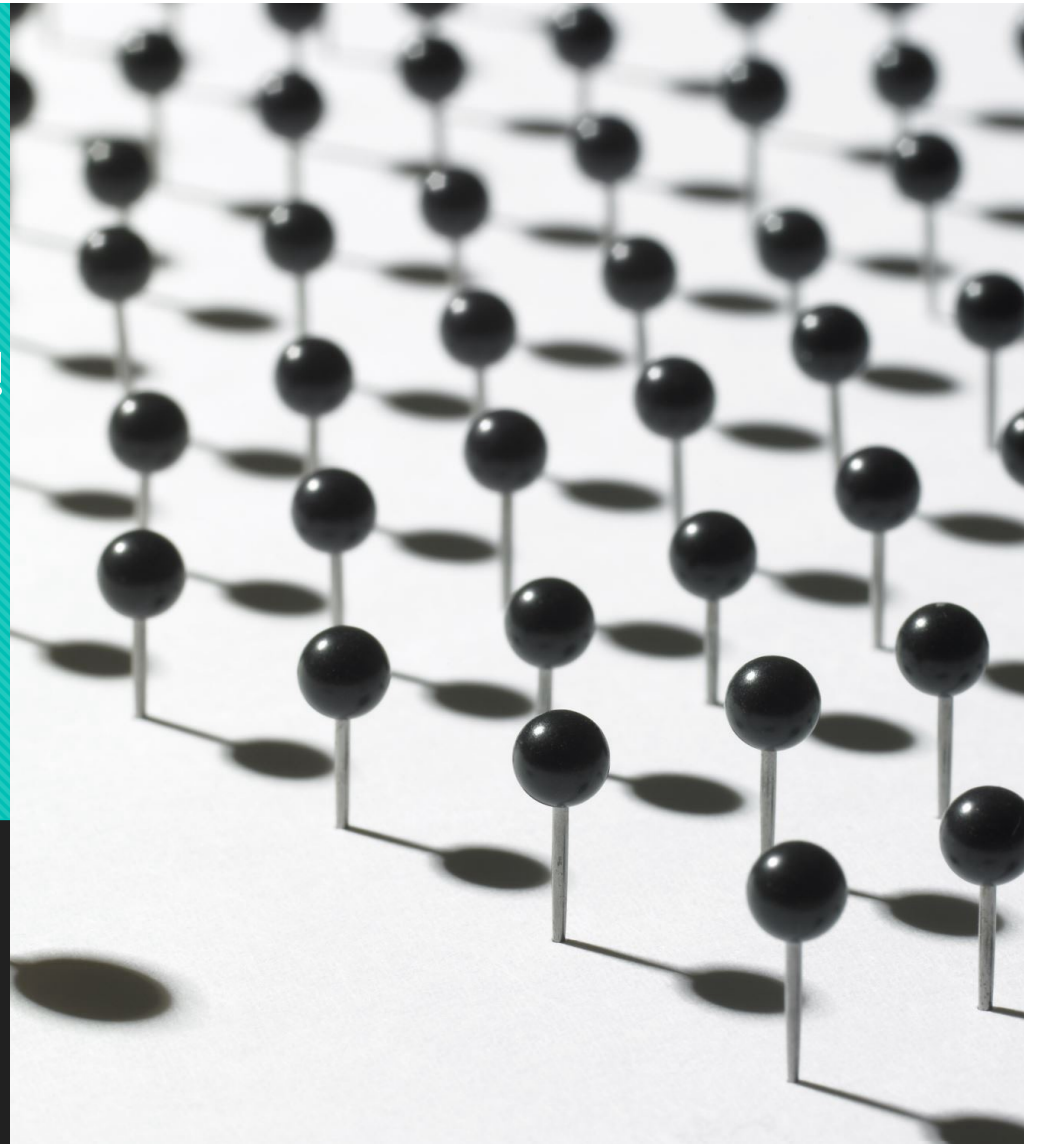


DEMO



- Don't get stuck in *Mental Stories*!
- Learn how to choose your Thoughts!

Reach out for COACHING!



Elena Dolmat Executive Coach



+60 17 252 20 49



elena@edcoach.org



www.edcoach.org



Inner Engineering

Leadership Development in the Age of AI

*Understand why AI is fundamentally a leadership challenge,
not merely a technology challenge.*



Dr. Arulnageswaran Aruleswaran

Founder, Emergence Mirror Labs

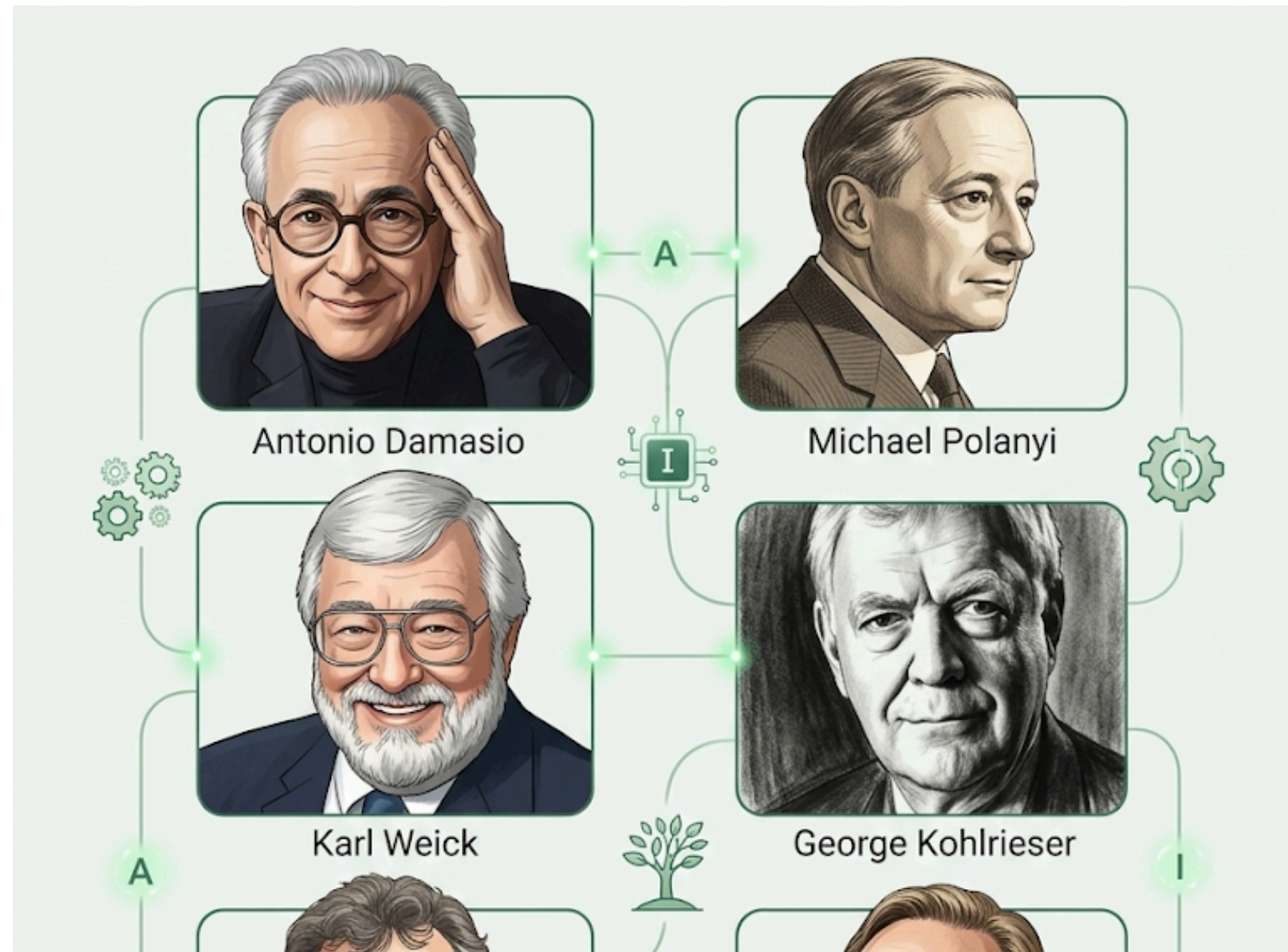
Director & Co-Founder, Trident Nova Sdn. Bhd.



Emergence Mirror Labs

40 Minutes 10 mins Introduction · 20 mins Live ANI Experience · 10 mins Reflection & Launch

The Field is Emerging

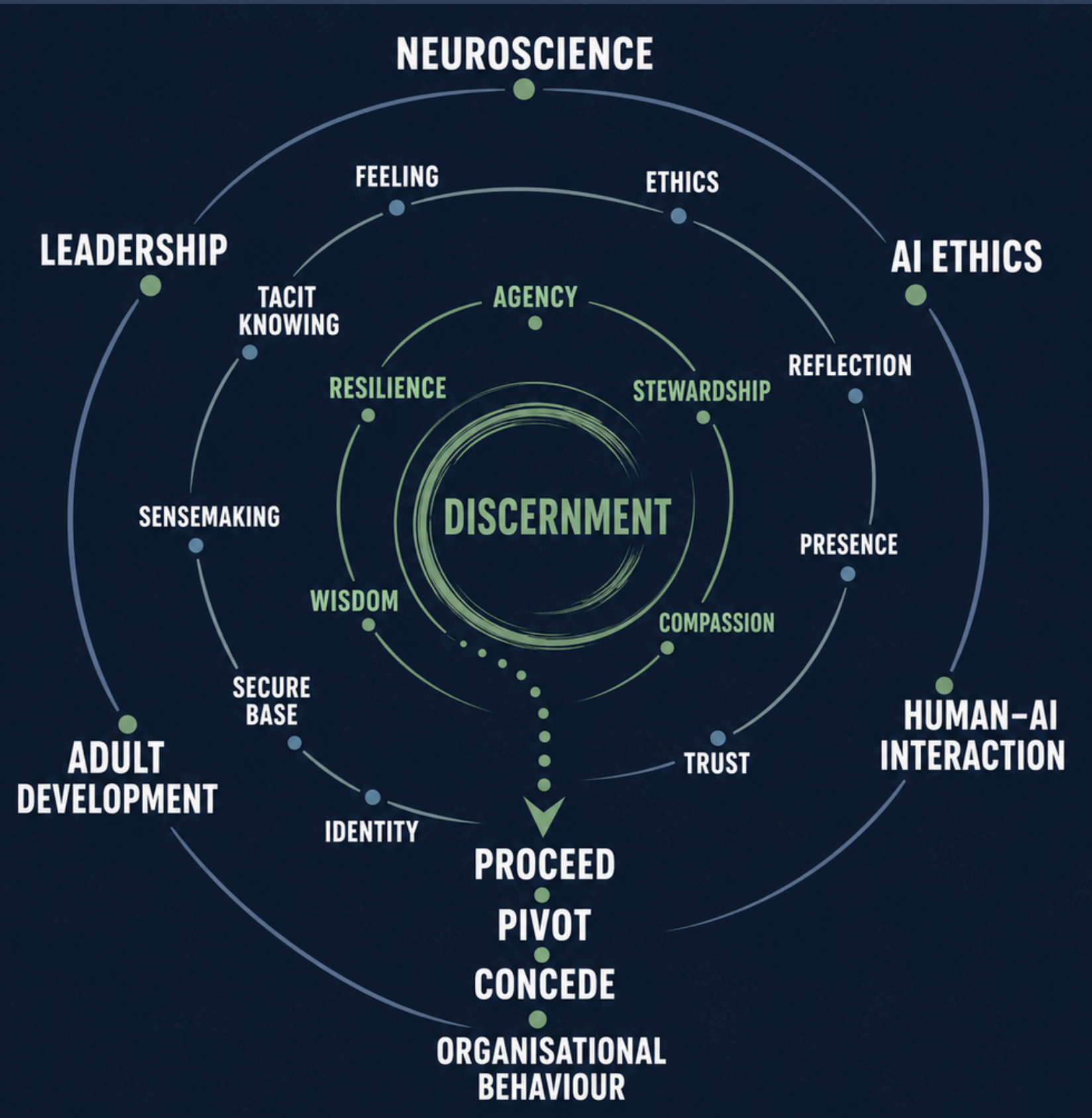


Foundational Thinkers



Contemporary Voices

What do these people have in common?



*All pointing toward
one emerging realisation.*

As AI becomes
more capable...

What becomes the
role of the leader?

*Perhaps leadership is itself emerging.
Not from the outside in. From the inside out.*

The Emergence Mirror Framework

A Developmental Scaffold



Inner Engineering is the intentional development of judgment, discernment, and agency.

THE AI THAT REFUSES TO ANSWER

Because some leadership decisions should
never be delegated.



AI can answer almost anything.

But leadership was never about answers.

It was always about:

Judgment — See clearly. Choose wisely.

Discernment — Navigate complexity with wisdom.

Accountability — Own & accept the impact & consequences.

Agency — Lead with intention. Act with integrity.



These are developmental capacities.

Not technical capabilities.

They cannot be automated.
They must be developed.

MOVEMENT III · THE INVITATION

Introducing ANI

Agency Nurturing Intelligence

AI Designed to Strengthen Human Agency

● Reflection

● Perspective

● Judgment

● Discernment

● Accountability

● Human Agency

Not to replace thinking. **To strengthen it.**

Experience ANI Live

Try ANI directly

emergencemirrorlabs.org · Scan the QR code

Try on your device

Open Claude, Gemini, or ChatGPT · Use the same prompt
· Notice the difference

Suggest prompts and Share the experience

Follow the live screen · Offer the next prompt
· See what unfolds

Try these prompts:

"My CEO wants us to adopt AI. I don't know where to start."

"We are being asked to deploy AI across the organisation. I am not sure we are ready."

"Something is telling me to slow down first."



SCAN ME

Try the same prompt in ANI and in a frontier model. Notice what is different about how each responds.



What did you notice?

emergencemirrorlabs.org

What Did You Notice?

Did ANI provide answers...
or did it help you think differently?

ANI was designed to strengthen:

Reflection

Perspective

Discernment

Agency

As AI becomes more capable...

Leadership becomes
more important.
Not less.

The future belongs to leaders who strengthen judgment,
discernment, accountability, and agency.

Leadership Development begins with Inner Engineering.

ANI was never designed
to replace the leader.

It was designed to become a hinge.

A quiet point where reflection deepens,

perspective widens,

discernment strengthens,

and human agency grows.

*Like a hinge, it does not determine which door
you walk through. It simply makes the movement possible.*



OFFICIAL LAUNCH · 30 JUNE 2026

Emergence Mirror Labs



ANI

Agency Nurturing Intelligence

Strengthening Human Agency in the Age of AI



Transformation Talks

*Structured conversations for leaders
navigating change, complexity, and the age
of AI*

Officially Launched By



Dato' Seri Haji Abdul Rahman Maidin

Executive Chairman, Pensutra Alliance Berhad · Former Executive Chairman, MRCB · Former President, NCCIM



Continue The Conversation

emergencemirrorlabs.org

Human Agency. Discernment. Stewardship.



events.leaderonomics.com



Authentic Leadership in Turbulent Times

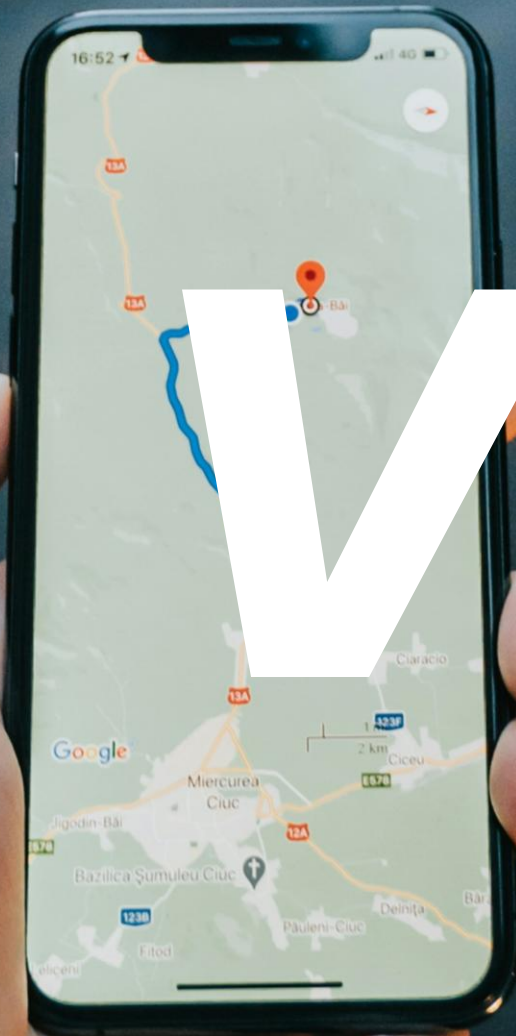
Growth Mindset & Collaboration 2.0

NUR HAMURCU

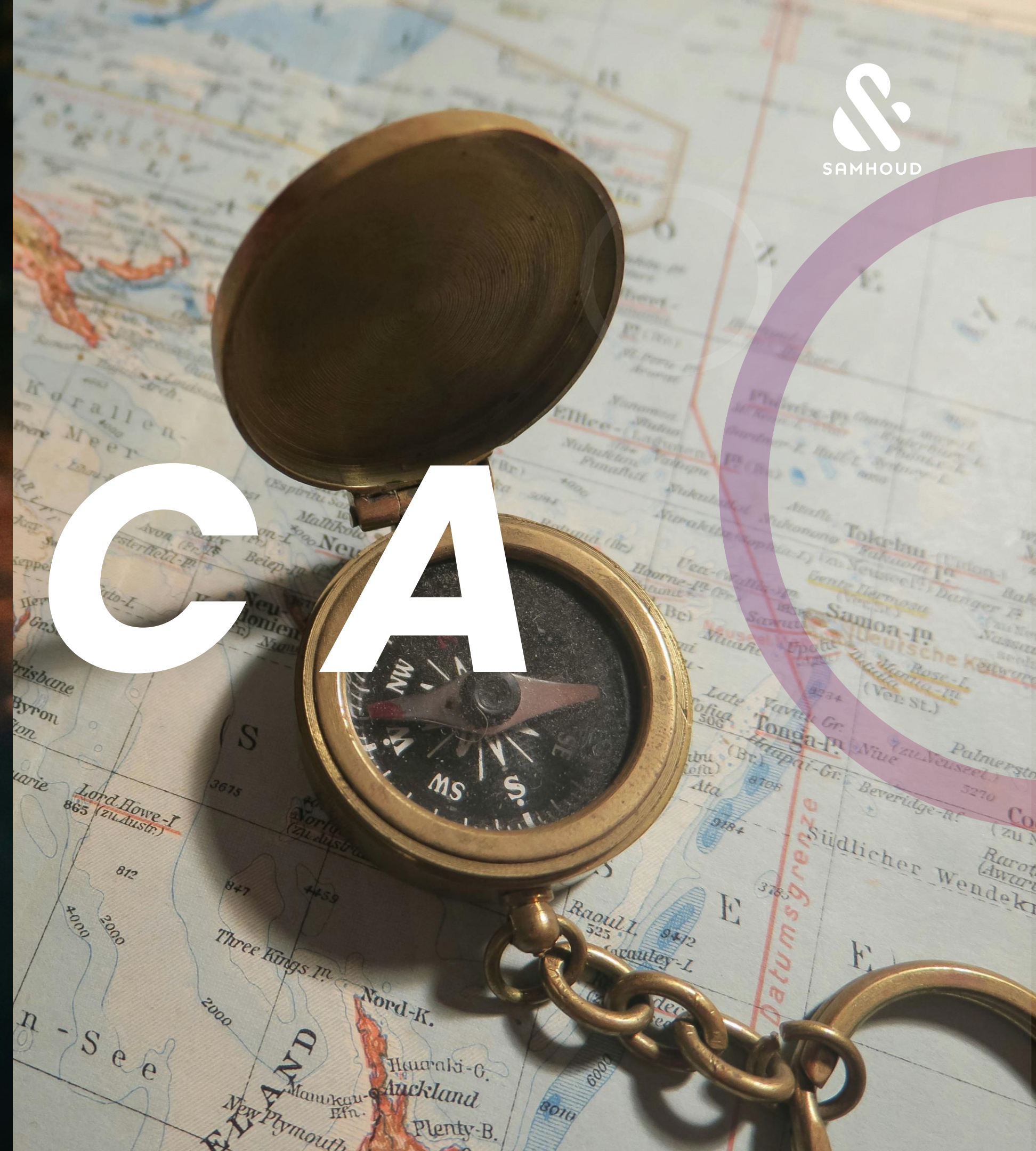
Managing Director, &samhoud



**MALAYSIA
LEADERSHIP
SUMMIT 2026**



VUCA

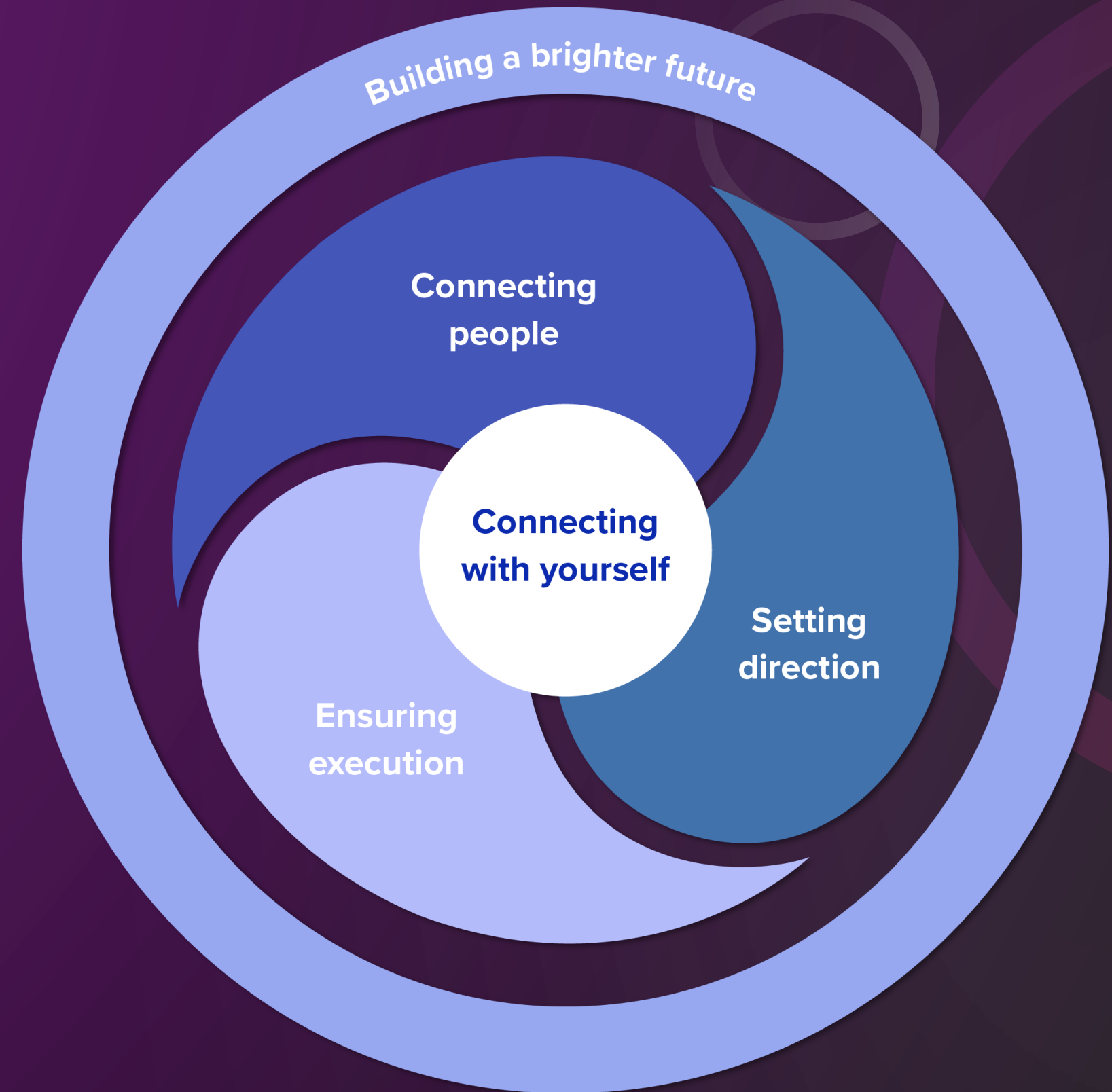


95% of people think they
are self-aware...

But only **10%**
actually are!

**EQ accounts for *90* %
of the difference between high-
performing and average leaders.**

What does it take to be a high-performing leader?



Meaning

Direction

Purpose
Why do I exist?

Vision
Where am I
going to?

Core Values
What do I
stand for?

Core Qualities
What do I
excel at?

**Goal-oriented
action**

Connection

Energy

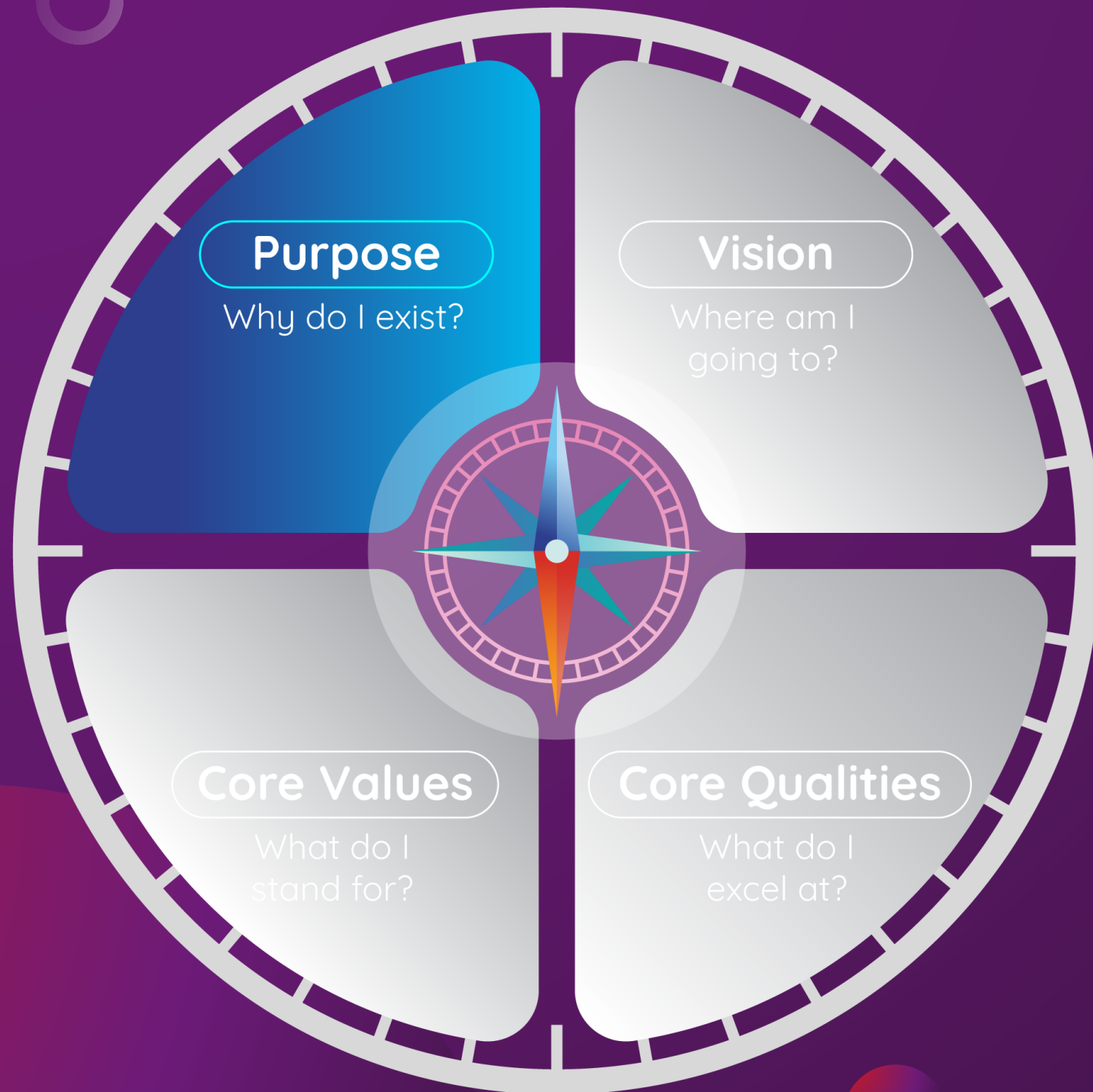
A Leadership Compass brings

A Leadership Compass reveals the following:



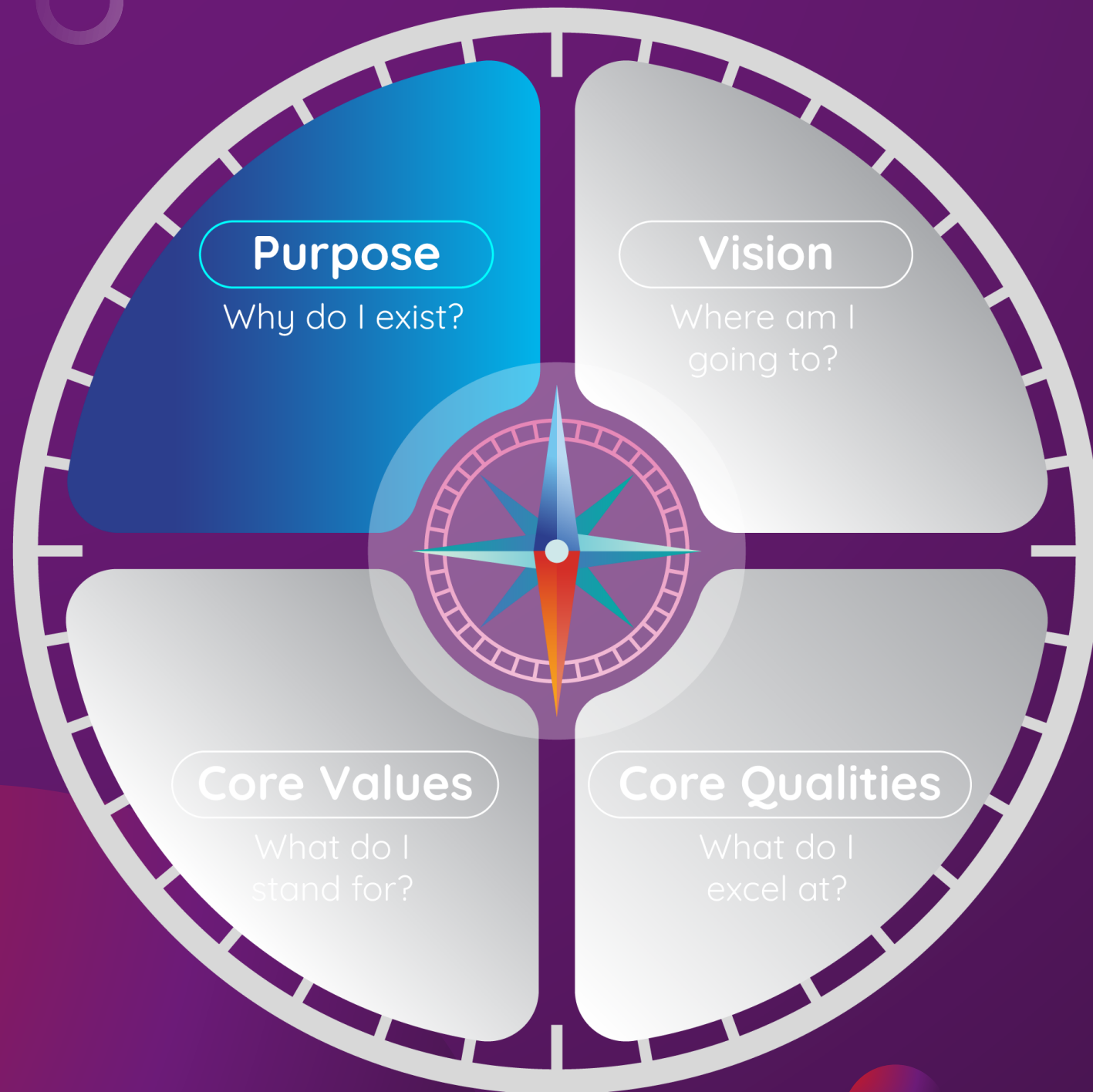
Authentic
Relevant
Outstanding
Motivating
Ambitious

**A good Leadership Compass
meets the AROMA criteria
and serves as the
fundament for strong and
effective leadership.**



A Purpose reflects the reason of someone's existence.

It is more than a single slogan or statement that sounds good, but rather an in-depth reflection of what the essence of a person is.



A Purpose answers questions like...

- **Why are we on earth?**
- **What is our essence and unique contribution?**
- **What ideas will we always pursue?**
- **What would be lost if we no longer existed?**



Nelson Mandela

**To liberate the
oppressed and the
oppressor, both.**



Mother Teresa

**To serve “the poorest of
the poor” with
compassion and dignity.**



Martin Luther King Jr.

**To create a society
where people are judged
not by the color of their
skin but by the content
of their character.**



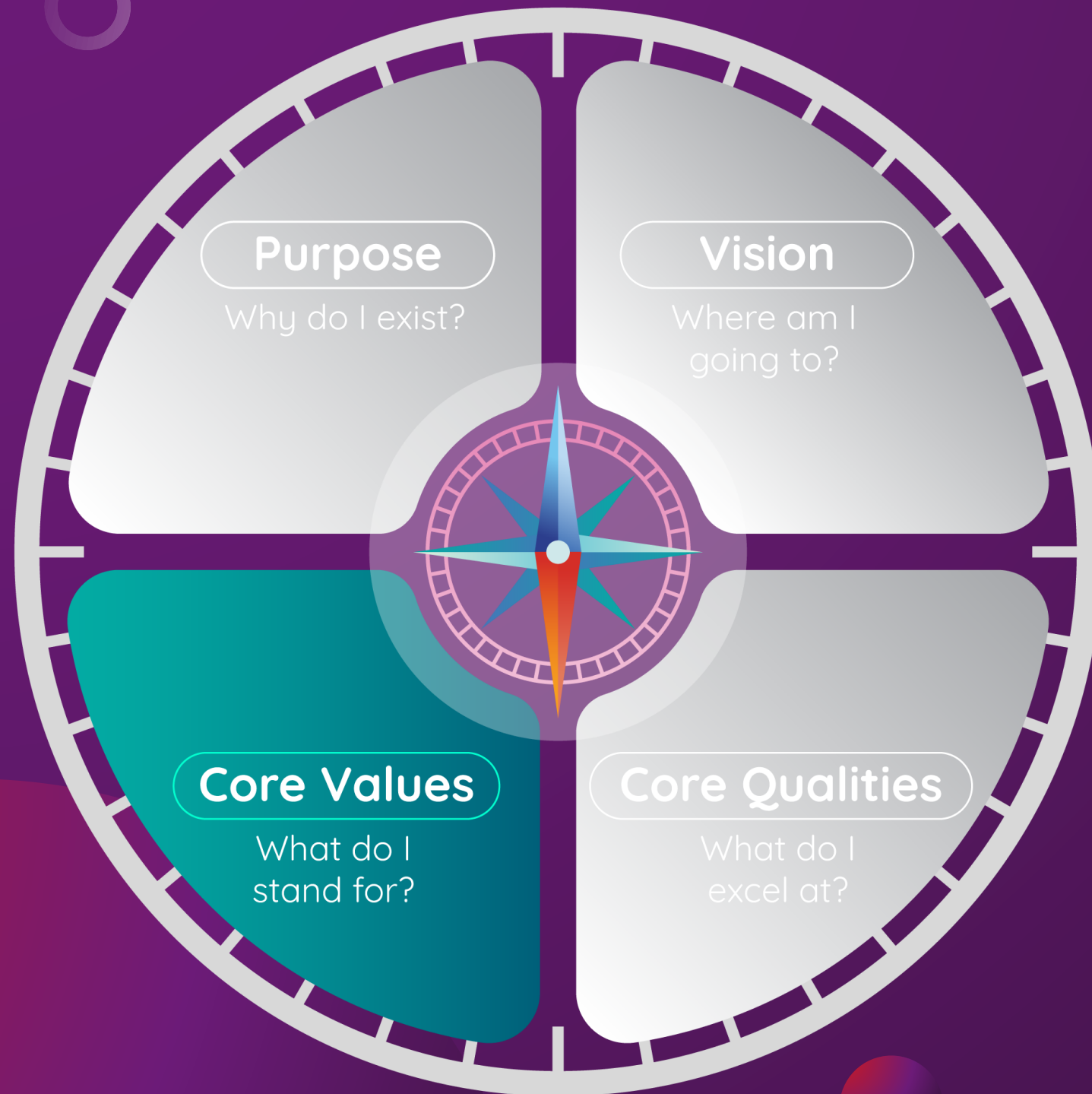
Ingvar Kamprad

**To create a better
everyday life for the
many people.**



Malala Yousafzai

**To fight until every girl,
everywhere, has the right
to a free, safe, and
quality education.**



Core Values are deeply rooted, uncompromising convictions that reflect what a person believes to be right and important.



Tan Sri Tony Fernandes

**Accessibility
Simplicity
Courage
Fun**



Mahatma Gandhi

**Trust
Justice
Persistence**



Oprah Winfrey

**Honesty
Self-consciousness
Love**

What are your Top 2 Core Values?





POWERING THE HUMAN ADVANTAGE

Courageous communication from the inside Out

DR. DAMINI CHAWLA

*Global Communication Coach, Human
Connection Expert, Keynote Speaker and
Author*

TRUE

FALSE

The most important conversations leaders have are with other people.

TRUE



FALSE

Self-awareness automatically increases with seniority.



**Poor communication is still one of the top
drivers of workplace failure—costing
organisations billions every year.**

TRUE



FALSE

**The Data: Nearly 70% of workplace issues are
rooted in communication.**

**We've never had more systems, policies,
procedures, technology and processes
available in workplaces.**





**Yet failures happen regularly.
Because communication happens
in the **HUMAN** interface.**

**Starting with the communication
within.**



Who am I?

Award-winning keynote speaker, TEDx presenter, and trusted communication coach to leaders across Asia and beyond. I am a dentist turned communication strategist and Author of *Speaking Human: The Hardest Conversations You'll Have with Yourself*. I help organisations create cultures of trust, clarity and alignment.



Alcon

Goldman Sachs

TEDx

HRM Asia
By HR Exec

VOGUE



DULWICH COLLEGE
[SINGAPORE]



High Commission of India
Singapore

AMILI



Leadership Development for
Women (LDW)

ACTEON

M
MENCK

MANDALA
Club



**Singapore
Dental
Association**

**ZUELLIG
PHARMA**

LEGO





“Go call the real dentist!”

-Aunty Karen, patient,
2011


DR. DAMINI



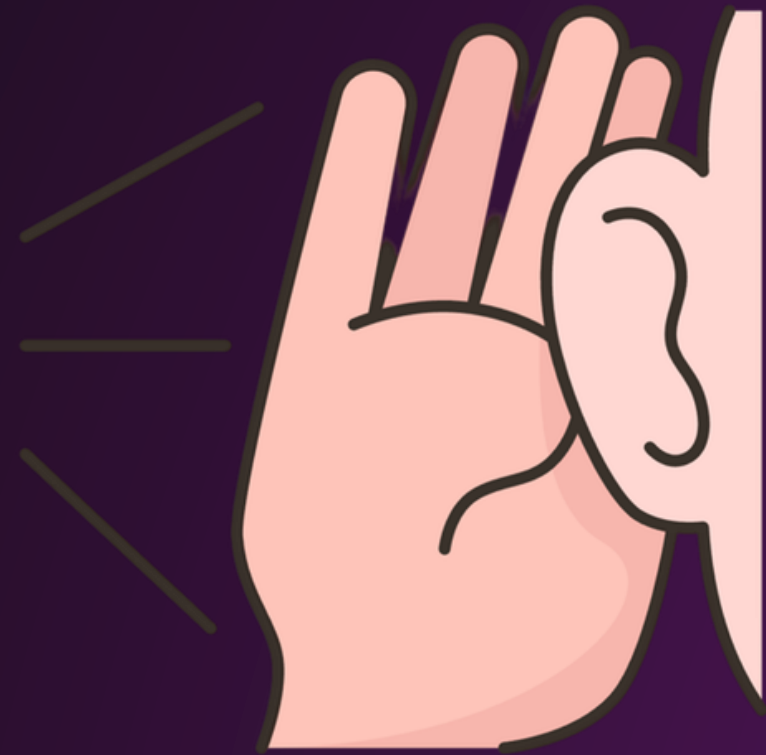


**Communication breakdowns don't
happen because people lack skill.
They happen because of how we
show up in the moment.**

**How we show up begins long
before the conversation.
It starts within.**

SPEAKING

Hearing
Understanding
Moderating
Authenticity
Needs



HUMAN

Hearing to deeply listen



HUMAN

Hearing to deeply listen

Key Insight: Write down your idea or thought so you can continue to hear deeply.



HUMAN

Understanding context



HUMAN Understanding context

Key Insight: Before you respond, ask a question that provides context or repeat what you have heard to confirm alignment.



HUMAN

Moderating responses



HUMAN

Moderating responses

Key Insight: Before entering a high stakes conversation, be very clear with yourself on your position, desired outcome and non-negotiables so you can then hold space for solutions over reactions.



HUMAN

Authentic Communication



HUMAN

Authentic Communication

Key Insight: Authenticity is not saying everything you think.

It's knowing who you become under pressure — and choosing deliberately.



HUMAN

**Needs recognition
and expression**



HUMAN

Needs recognition and expression

Key Insight: Needs can only be met when they are named.
Unnamed needs don't disappear they show up later as
delays, disengagement, or dysfunction.

SPEAKING

Hearing
Understanding
Moderating
Authenticity
Needs

DO YOU HAVE THE COURAGE TO SPEAK HUMAN? From the Inside Out?

3 valuable resources



First Chapter of the Book – Early Courage

A Glimpse into Speaking
Human



Speaking Human Everyday – A Daily Reminder

Printable Mirror Reminder /
Downloadable Phone Image



Mini Book Part 1 (of 5) – Hearing Deeply

The First Step to Courageous
Communication



THANK YOU

Connect with me here:



Dr. Damini Chawla

Malaysia Leadership Summit 2026



Adaptive Leadership in the Age of AI

Leading from Within to Power the Human Advantage

Jonathan Low, Global Speaking Fellow, CSP, Global Chief Master Coach

June 30, 2026– KLGCC Convention Centre

What exactly are YOU for?



THE LEADERSHIP JOURNEY

Awaken the Leader Within



AI is faster. It does not get tired.

However it cannot lead from within.

The world is watching pressure in real time.

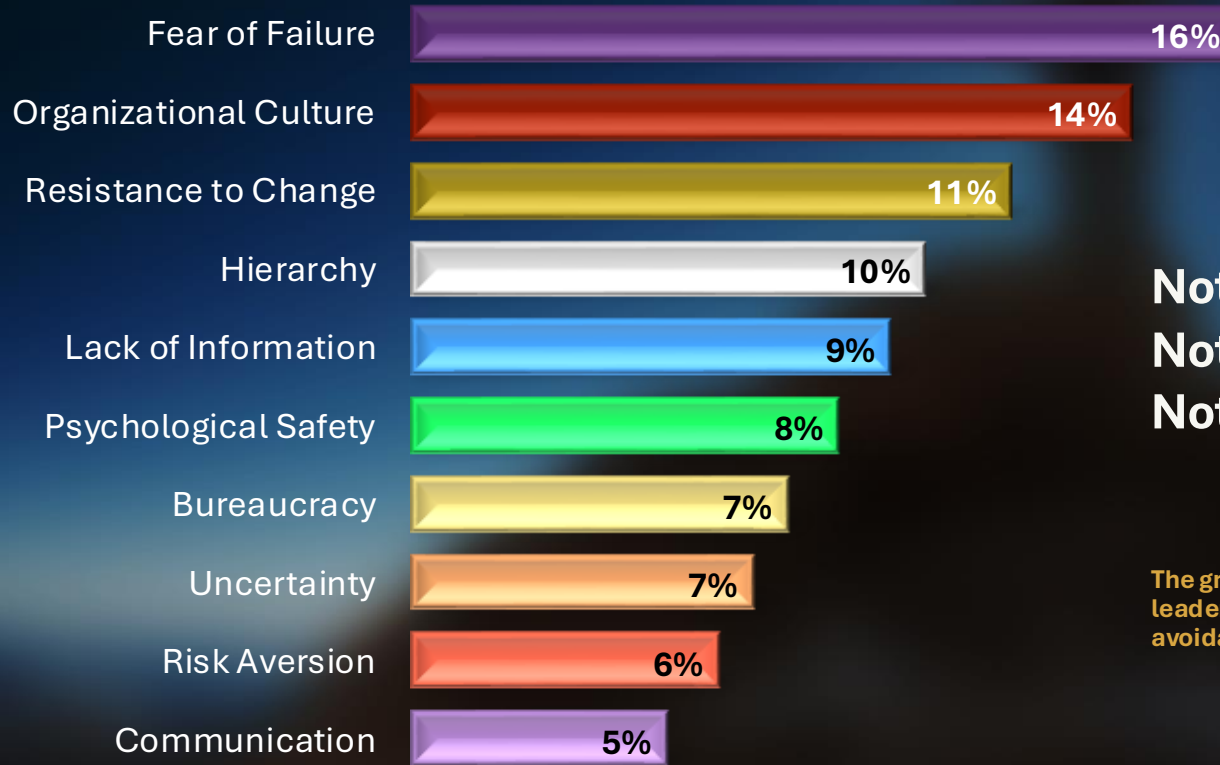
In World Cup moments, we see the same truth leaders face every day:

Composure wins before strategy works.

The final result is shaped by what happens under pressure... not after pressure disappears.

**The enemy of courage
is already in the room.**

Primary barriers to courageous leadership



n: 300 responses

**Not AI.
Not the economy.
Not regulation.**

**The greatest threat to
leadership in the AI era may be
avoidance.**

Your AI problem is a people problem in disguise.

Top challenges leaders reported:

- AI literacy at leadership level
- Resistance to change and old mindsets
- Trust, ethics and data concerns
- Cost and not knowing where to start

98% face real friction

Only one respondent reported “no challenges.”

**29 points down.
53 years waiting.**

The comeback was
a belief under pressure.

Game 4, 2026 NBA Finals

“Resilience is not just about bouncing
back—

it's about rising higher each time you do”

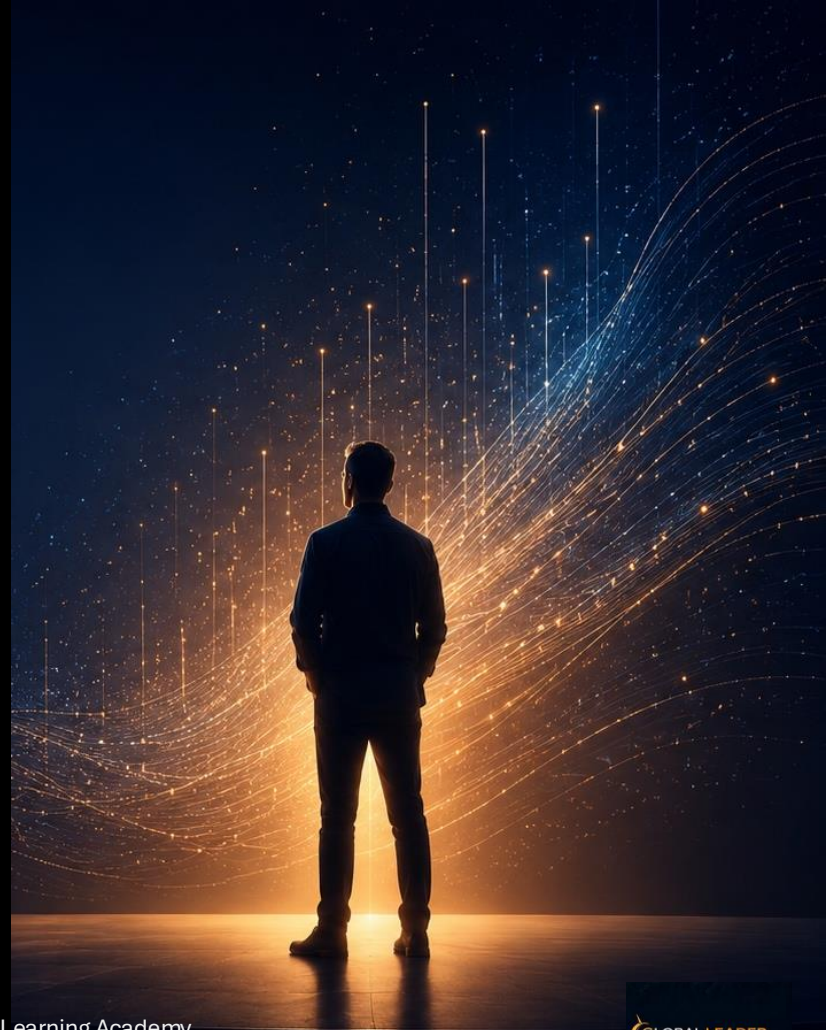


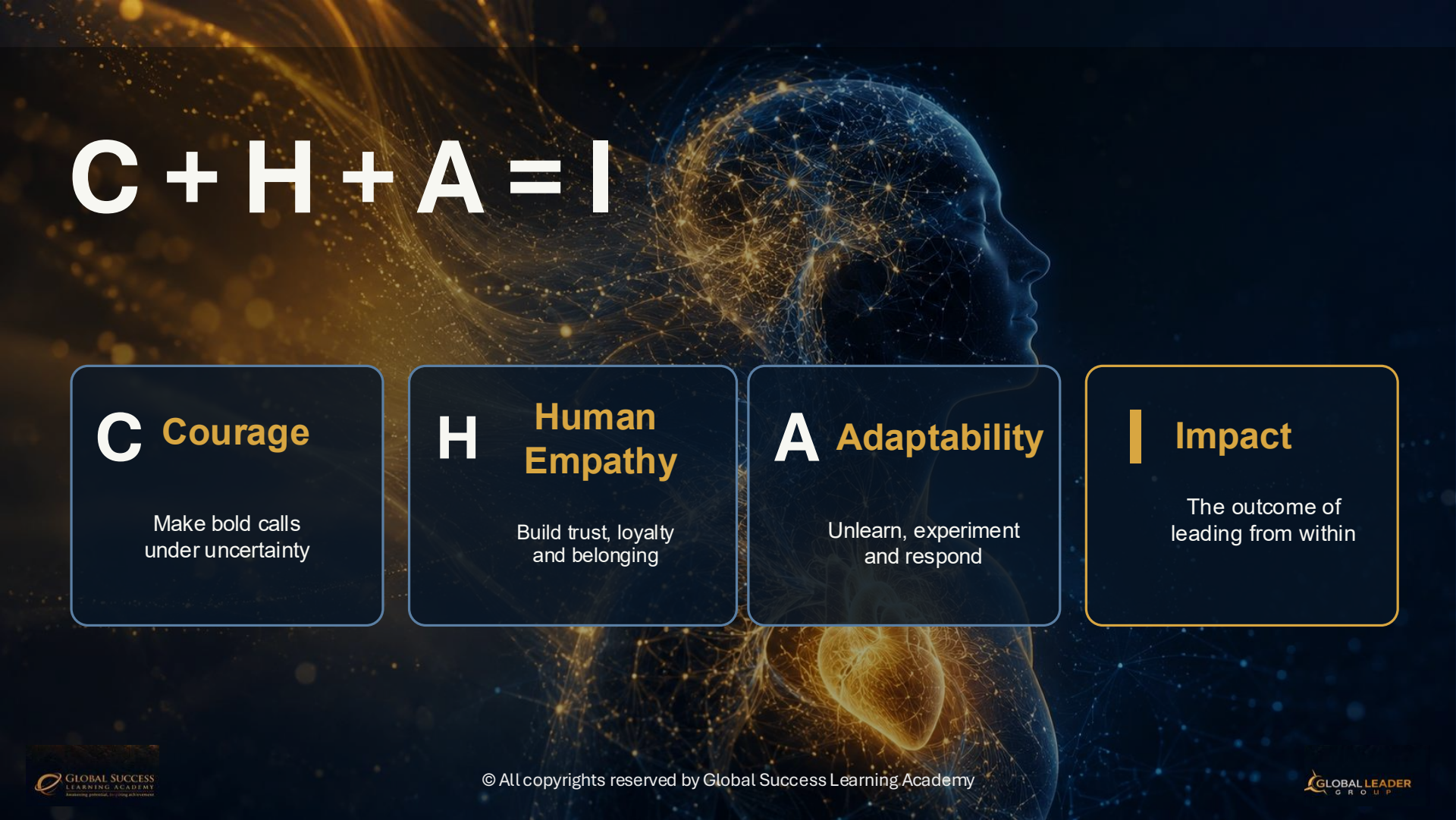
Every leader faces a 29-point deficit.

AI disruption. Talent fatigue. Market volatility. Trust erosion.
The question is not whether you fall behind.

Who do you become when you are behind?

This is where adaptive leadership begins.




$$C + H + A = I$$

C Courage

Make bold calls
under uncertainty

H Human Empathy

Build trust, loyalty
and belonging

A Adaptability

Unlearn, experiment
and respond

I Impact

The outcome of
leading from within

What AI cannot take.

1 Moral courage

Do the right thing when it costs something.

2 Compassion

See the person behind the performance metric.

3 Adaptability

Reinvent because you choose to, not only because you must.

AQ: Your Adaptability Advantage

1

**Unlearn
quickly**

2

**Experiment
boldly**

3

**Trust
deliberately**

4

**Lead with
empathy**

5

**Decide with
clarity**

Adaptive leaders do not wait for certainty. They create progress through small, deliberate moves.

One belief to let go of.

On a scale of 1–10,
how adaptive is your leadership right now?

**What is one belief you need to
release to move up two points?**

AQ: Your Adaptability Advantage

1

Unlearn
quickly

2

Experiment
boldly

3

Trust
deliberately

4

Lead with
empathy

5

Decide with
clarity

Three actions. One leadership shift.

THIS WEEK — The Courage Audit

Name 3 decisions you are avoiding. Choose one. Make the call.

THIS MONTH — The AI Conversation

Ask: If AI frees 30% of routine work, what will we do with the human time?

DAILY — The Inner Anchor

What is my intention? Who needs my presence? What would I do if I were not afraid?

THE LEADERSHIP JOURNEY

Awaken the Leader Within





The world does not need
more efficient leaders.

It needs more leaders with
C + H + A = Impact

Courage carries you through disruption.
Human Empathy keeps people connected.
Adaptability moves you forward.

This is your Human Advantage
#EMBX

30 PRACTICAL
LEADERSHIP STRATEGIES
FOR THE AI AGE



THE C + H + A LEADERSHIP PLAYBOOK

10 Courage Strategies • 10 Human Empathy Strategies • 10 Adaptability Strategies

How to Become a More Adaptive Leader

by
Jonathan Low

Global Speaking Fellow, CSP, Global Chief Master Coach
Adaptability and Leadership Optimiser

Courage
Human Empathy
Adaptability



<https://www.surveymonkey.com/r/8XLNB7W>

This is your Human Advantage
#EMBX

INSPIRE | DEVELOP | TRANSFORM

Leadership Development, Sales Excellence, Service Quality



Jonathan Low

Global Speaking Fellow (GSF)
Certified Speaking Professional (CSP)
Global Chief Master Coach (MCC)
Adjunct Professor, Taylor's University
PATA Board Member (2026-2028)

Conference Keynote Speaker
Sales, Service & Leadership Optimizer
Master Trainer / Facilitator
Global Leadership Coach / International Author

<https://www.linkedin.com/in/JonathanLow>



Jonathan Low Global Speaking Fellow, CSP, ICF MCC, Global Conference Speaker, Master Trainer, Global Chief Master Coach, Adjunct Professor



Jonathan centers his conference keynote speaking and leadership coaching work with associations, organizations and senior executives to measurably improve their leadership effectiveness, growth development, and business performance especially in the areas of Sales Performance, Service Quality, Leadership Communication, and Team Development. He believes that "Increased self-awareness accelerates professional relations and business success.

Jonathan is a Global Speaking Fellow, Certified Speaking Professional (CSP), Master Certified Coach (MCC), one of Asia's leading Sales, Service & Leadership Optimisers, and an International Author. He also serves as an Adjunct Professor with the School of Hospitality, Tourism & Events at Taylor's University, one of Asia's leading universities. He has successfully delivered high-energy, engaging and transformational keynotes to audiences globally as he energises the heart, equips the mind and elevates team performance.

Described by his clients as inspiring, empowering, and thought-provoking yet caring, Jonathan continues to let leaders explore deeper levels of self-awareness in a safe and trusting environment. This has helped his clients to experience greater intentional growth, inspiring them to new levels of discovery, productivity, and performance. Jonathan guides and coaches them through a plan that also involves valuable inputs and insights from key stakeholders to achieve results for their organizations, teams, and clients themselves.

Jonathan has more than 36 years of in-depth executive experience in leadership, sales management, customer experience, and business resilience, working with executives and their leadership teams throughout Asia, the Middle East, Africa, Europe, and North America.

Over the years, Jonathan has earned numerous well-recognized professional talent development accreditations and certifications in the field of leadership, executive coaching, emotional intelligence, mental toughness, trust-building, resilience, and assessments by reputed international organizations.



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☎ +603 - 7873 6228



www.GlobalSuccessLearning.net



LEADERSHIP IS A LAUGHING MATTER

Growth Mindset & Collaboration 2.0

SCOTT FRIEDMAN

*Co-Founder of Together We Can Change the
World*





**MALAYSIA
LEADERSHIP
SUMMIT 2026**

Büdaya



LEADERONOMICS
The Science of Building Leaders



Leadership — is a — Laughing Matter



A Sense of Humor



A man with short dark hair, wearing a dark blue suit jacket over a dark shirt, is looking through a telescope. The telescope has a colorful, patterned lens. From the lens, a stream of colorful smiley faces (yellow, orange, green, blue, pink, purple) is emerging, floating upwards and to the left. The background is dark with a warm, golden glow.

“It’s looking for
the **good** that
allows us to
find the **funny**.”


CELEBRATE!



**MALAYSIA
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LEADERONOMICS
The Science of Building Leaders



— — — — —
— — — — —
**The highest
form of
humor is...**
— — — — —
— — — — —

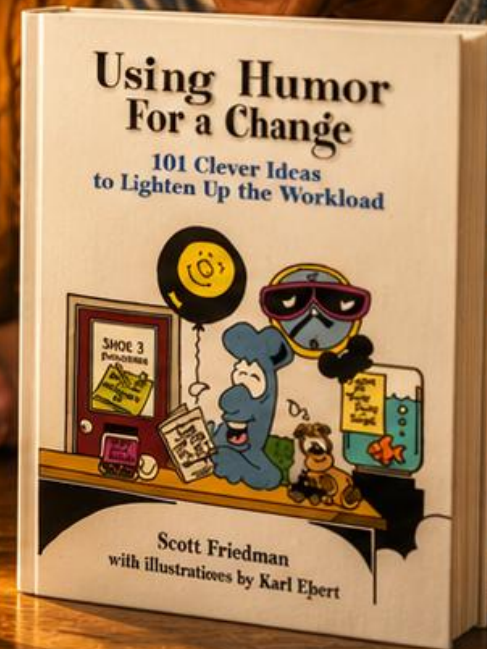


Take your
work seriously
and take
yourself lightly.

- Jack Welch



1 Minute Humor Break



Sing your Complaints



A warm, golden-hour photograph of a man and several children. The man, on the left, is smiling broadly. The children, mostly of Southeast Asian descent, are also smiling and looking towards the camera. One boy in the foreground has a playful, wide-eyed expression with his tongue sticking out. They are outdoors, with trees and a building visible in the background. The overall mood is joyful and spontaneous.

Planned
Spontaneity





2 Important Questions



1.

Have you decided you want it
to be fun?



2 Important Questions



1.

Have you decided you want it
to be fun?

2.

What are you doing to make it
more fun?



Relationships

LEADERONOMICS

— PLAYGROUND —



Leaderonomics
Playground

Leaderonomics
Playground

Leaderonomics
Playground

Leaderonomics
Playground



MALAYSIA
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LEADERONOMICS
The Science of Building Leaders



LIFT
THEM UP,
DON'T LET
THEM DOWN

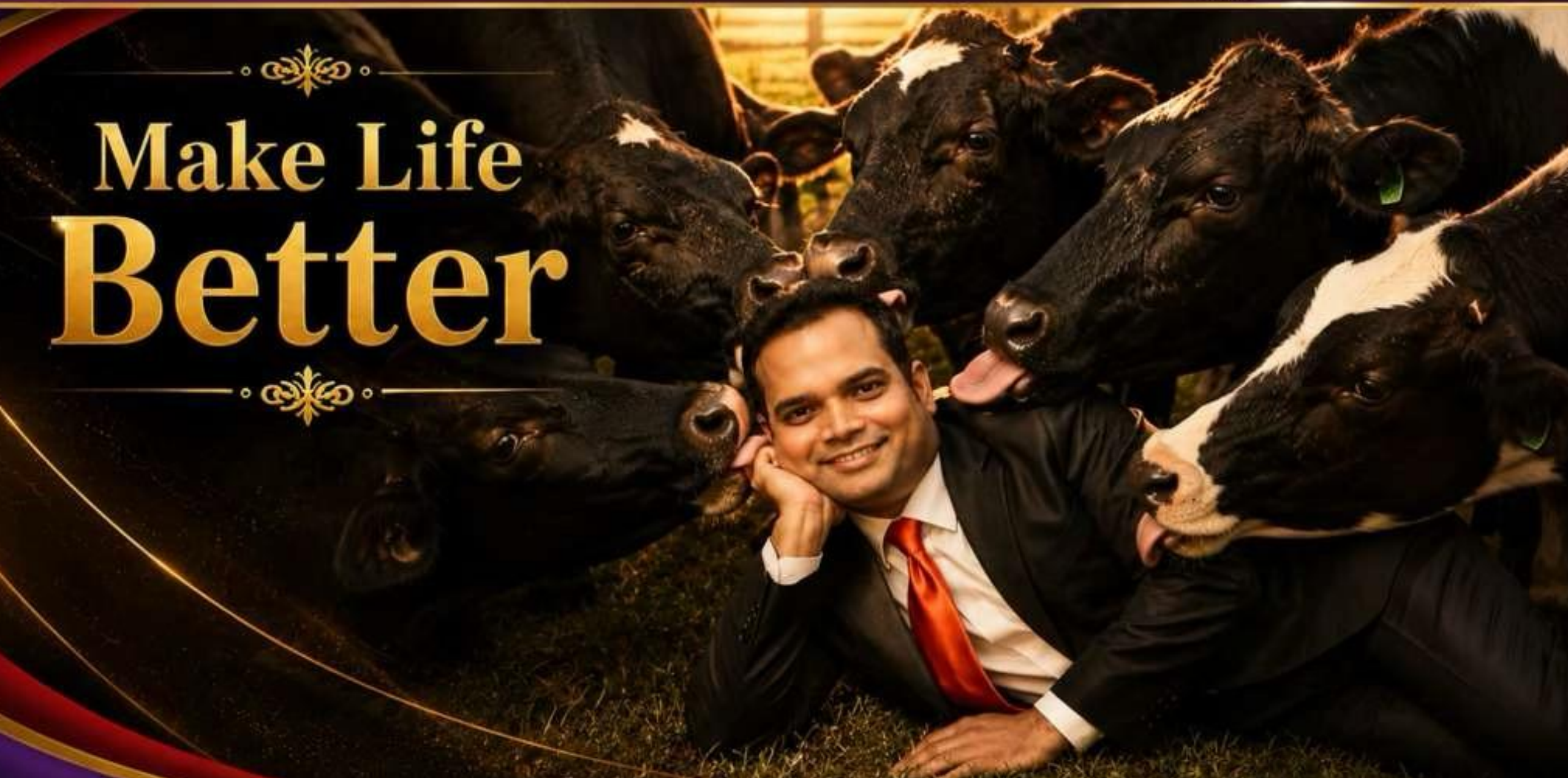


Create their Perfect World





Make Life Better



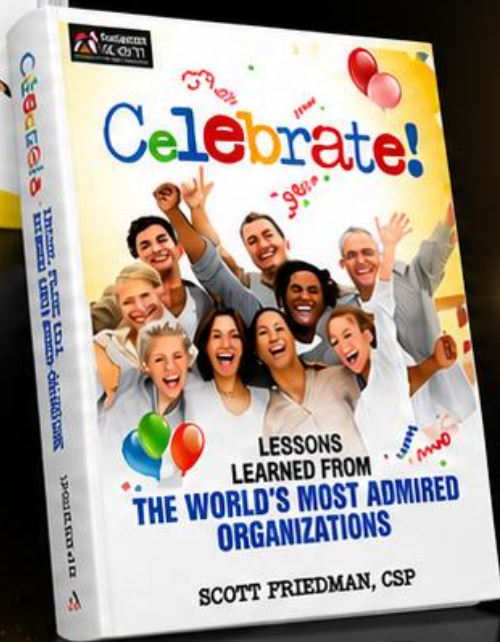
Make Life Better

Don't let
Bollywood
interfere with
your life

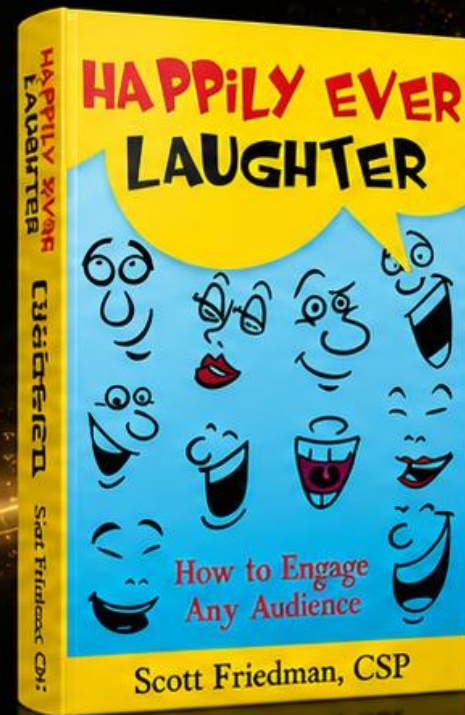


**“WE ARE ALL ANGELS,
BUT WITH ONLY ONE WING
AND ONLY BY EMBRACING
EACH OTHER WE FLY.”**





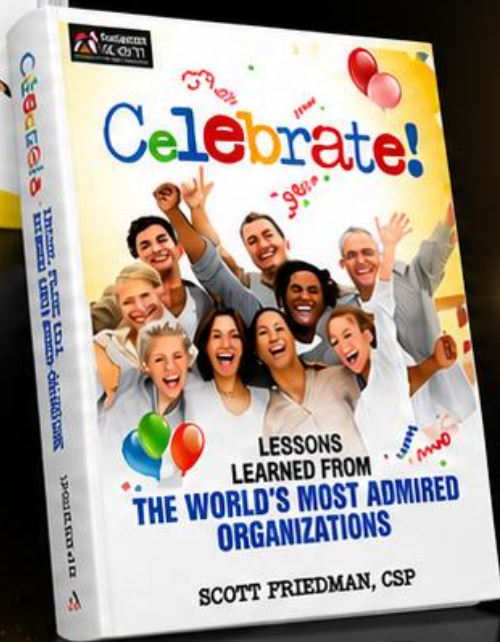
THANK
YOU!



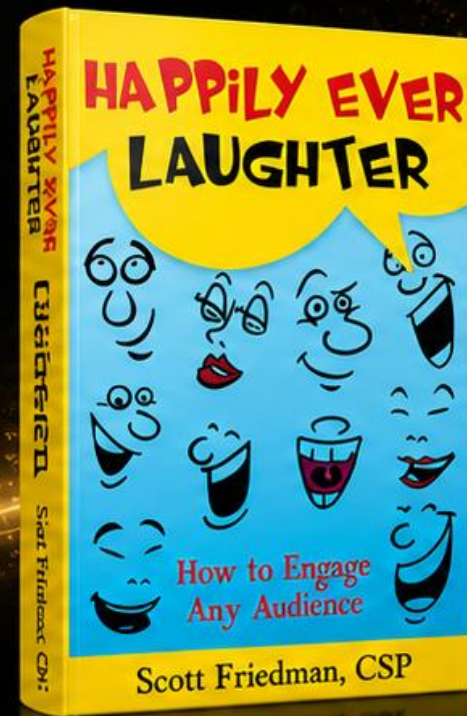
— Scott@ScottFriedman.net —

HAPPY DANCE





THANK
YOU!



— Scott@ScottFriedman.net —

The Big Test

- ♥ When someone blushes with **embarrassment**,
- ♥ When someone carries away an **ache**,
- ♥ when something **sacred** is made to appear common,
- ♥ when someone's **weakness** provides the laughter,
- ♥ when **profanity** is required to make it funny,
- ♥ when a child is brought to **tears**,
- ♥ or when **everyone** can't join in the laughter,
it's inappropriate humor. *Cliff Thomas*