

O PSYCH

*Business Transformation through
Psychological Transformation*

Hetal Doshi

CEO | Organizational Psychologist
Certified Professional Coach

BUSINESS TRANSFORMATION THROUGH PSYCHOLOGICAL TRANSFORMATION

*Organizational Transformation | Organizational Resilience & Well-being | Team Resilience & Well-Being | Individual Resilience & Well-Being
Leadership Transformation Consulting & Coaching | Human Behavior Transformation Facilitation | Psychological Capital Speaking Engagements*

Most organizations are transforming, yet research shows that 87% of these transformation efforts fail due to a lack of psychological and practical considerations. CEO and Organizational Psychologist, Hetal Doshi partners with organizations as a Consultant Organizational Psychologist to design transformation efforts that increases chances of success to 70%. Her evidence-based and psychological approach to business transformation has been applied to organizations including Malaysia Airlines, Digi Telecommunications and Petronas. She has also designed and facilitated over 2,000 transformation workshops with over 50 companies across 20 countries to take employees through a meaningful and transformative journey to achieve business goals.

Hetal has also been featured on several media outlets including TV, Radio and Newspaper and speaks regularly in business and HR conferences. Hetal is most sought after her core skills in organizational psychology, evidence-based management theories, energetic psychology and transformation utilizing least resistance. She is most well-known for her analogy and practices on the concept of the “Butterfly Effect”.

Her purpose in life is to equip individuals to experience psychological freedom, increase opportunities for teams to experience magical moments in transformation and to strengthen performance systems in organizations. Her favourite quote is “Those who don’t believe in magic, will never find it”. She loves painting, diving, hiking and her most loved travel experience was to Bhutan in 2020.

Hetal Doshi

Organizational Psychologist

Bangladesh | Hong Kong | Indonesia | Malaysia | Mumbai | Perth | Shanghai | Singapore | Sydney | Thailand | Vietnam



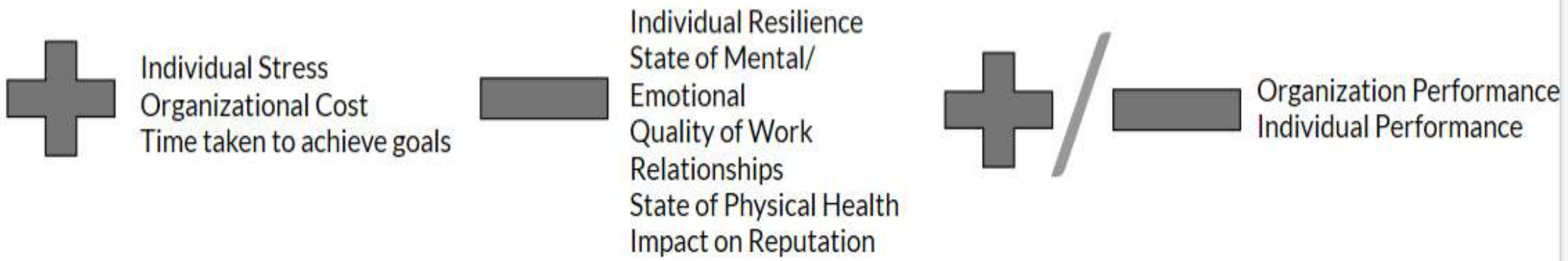
- ◆ CERTIFIED PROFESSIONAL COACH (Malaysia)
- ◆ CERTIFIED HRDF CORPORATE TRAINER (Malaysia)
- ◆ ORGANIZATIONAL PSYCHOLOGIST (New South Wales)
- ◆ CERTIFIED PSYCHOMETRIC ASSESSOR
(SHL, Genesys, MPE, MBTI, DISCT, Facet5)
- ◆ MASTERS IN ORGANIZATIONAL PSYCHOLOGY
(MACQUARIE UNI, SYDNEY)
- ◆ HONOURS IN PSYCHOLOGY (MURDOCH UNI, PERTH)
- ◆ BACHELORS IN PSYCHOLOGY (NATIONAL UNIVERSITY OF SINGAPORE, SINGAPORE)

M: +60169926306 | E: hetal@o-psych.com | FB/LinkedIn: Hetal Doshi

Unfortunately, 87% Of Businesses Transformation Efforts Fail



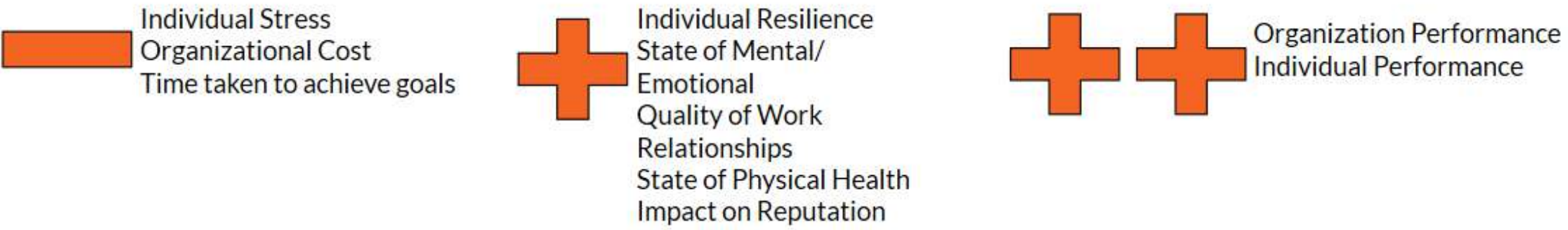
IMPACT TO ORGANIZATION



Business Transformation With A Psychological Approach, Can Increase Success Rates To 70%



IMPACT TO ORGANIZATION



The Impact Of Poorly Designed Organizational Transformation On Employee Stress, Anxiety And Depression

- Depression will be a major mental health illness among Malaysians by 2020 (Malaysian Psychiatric Association)
- Every 3 in 10 adults aged 16 years and above have a type of mental health issue (National Health and Morbidity Survey, 2015)
- In 2011, 12% of Malaysians had depression and anxiety disorders compared to 29% in 2017 (Malaysian Psychiatric Association)
- Malaysia's Healthiest Workplace by AIA Vitality Survey in 2017 surveyed 5369 employees from 47 organizations and across 4 countries. They found that
 - 53% reported at least one dimension of work-related stress
 - 12% experienced high levels of anxiety or depression
 - 84% reported at least one type of musculoskeletal disorder as a result of high work stress and sedentary lifestyle
 - Malaysians were found to work an average of 15 hours more than their contracted hours each week – the highest when compared to Singapore, Hong Kong and Australia
 - Malaysia was reported to have the highest percentage among employees who slept less than 7 hours per night at 56%
 - Malaysia had the highest percentage of physical inactivity with 64% doing less than 150 minutes of physical activity per week.

O PSYCH'S TRANSFORMATION SERVICES

Business Performance through Psychological Resilience

Transformation Consulting

Leadership Consulting

Team Resilience Consulting/
Facilitation

Individual and Mass Resilience Workshops/
Townhalls

We take teams through a journey to discover psychological approaches to creating meaningful organizational, team and individual transformation

We work with leaders to design psychological approaches to pressing issues and facilitate conversations/experiences in order to achieve intended outcomes

We enhance team or inter-team resilience primarily through clarity, cohesion and committed actions. This is our most high impact service with a mere 2 day turnaround in enhanced team collaboration

We facilitate workshops, townhalls and luncheons to take all employees through an emotionally impactful journey about human transformation and how to ensure psychological resilience during challenging times

O PSYCH'S CLIENTELE



O PSYCH'S TRANSFORMATION PROJECTS OVER THE YEARS

Organizational Transformation Consulting

Outplacement

Outplacement of 6,000 employees out of an organization over a 2 year period

Business Transformation

Increase buy-in and performance of an organization of 2,500 employees as they radically transform the core services of the organization over a 2 year period

Culture Transformation

Transform of the core culture of an organization of 50,000 employees from a more formal and hierarchical to social and open culture over a period of 5 years.

Leadership and Team Transformation Consulting

Departmental Transformation

Strengthen the HR system of a business of 6,000 employees whilst decreasing workload in HR by 20% over a period of 6 months.

Leadership Coaching

Upskilling and humanizing senior leadership to take their business and employees through a journey of transformation over a period of 1 year.

Leadership Training

Upskill all 600 leaders in an organization to coach their teams more effectively

Training and Certifications for Transformation & Resilience

Certification in

Designing Organizational Transformation from a Psychological Perspective

Certify leaders on how to design transformation journeys

Facilitation and Certification in

Building psychological resilience in teams

Certify managers on how to increase employee resilience during transformation journeys

Training and Certification in Building Personal Psychological Resilience

Certify individuals on how to build their own psychological and emotional resilience during transformation journeys

Large Scale Transformation Projects



Outplacement Advisory, Content Development, Facilitation and Train the Trainer for 8,000 employees | Malaysian Airlines (2015-2016).

2015 would see Malaysia's National Airlines Carrier, Malaysian Airlines, transit from a Government Linked Company (GLC) to a Privately owned company. The reason for this transition was due to the losses it was incurring following the disappearance of its flight MH370, the plane crash of MH17 and the fact that it was already bleeding money for years. This transition saw 8,000 Malaysian Airlines employees' positions made redundant. Malaysian Airlines thus opened a tender to hire outplacement consultants who would be able to assist in a holistic transitioning of these employees.

O Psych was nominated to assist in the preliminary services of 1) Outplacement Advisory (how best to ensure the outplacement communication and process is conducted in a humane and dignified manner); 2) Outplacement Counseling (one on one counseling for distressed and exiting employees); 3) Career Transitioning Training and Coaching (group training and coaching on how to experience the transition for a positive future), 4) Outplacement Transitioning Training Module Design and Content Development (creation of the content and designing of the career transitioning training), 5) Train the Trainer (training of 50 trainers who would be doing the career transitioning training and coaching for 6,000 exiting employees) and 6) Quality Assurance of Training and Coaching (quality assurance of the 50 trainers who would be conducting the training sessions for the 6,000 employees).

*Here is a testimonial via [LinkedIn](#) from **Ida Hanim**, project owner of the Malaysian Airlines Transitioning Project. **Hetal was hired to develop the coaching program and the Lead Coach. Her expertise and experience in coaching out-placed employees were detrimental to the project. Hetal delivered the program with such detail and compassion. I learnt very much from her too. She handled the demoralised staff with empathy and care. I would definitely recommend Hetal to companies who seek her expertise in Career Transition and Outplacement.***

Large Scale Transformation Projects

2

Digital Transformation Content Development & Facilitation for 2,000 employees | Digi Telecommunications Sdn Bhd (2016 - 2017).



In 2016, Digi Telecommunications (as well as other telecommunication companies), recognized the impact of the digital revolution on its business. This led to a business strategy of transforming their business into a digital services organization and thus, a parallel strategy to have all their employees to understand, speak the language of and engage in digital. Digi opened a tender to appoint a consulting and training company that could co-create a meaningful workshop for all their 2,000 employees that could achieve this purpose. Out of 10 training and consulting companies, O Psych was nominated as the principle consultant and trainer for this mission. During this time, Hetal worked closely with the HR and business leaders to co-create, design and constantly revise the content of the workshop to ensure the highest level of engagement and impact for all employees. The workshop was thoughtfully named "What's Your Next?" The outcomes of the sessions were incredible and the workshops became a talking point to elevate the mindset of employees towards a digital point of view.

Below is a brief testimonial via [LinkedIn](#) from **Animesh Mukherjee**, Head of Human Resource Centre of Expertise at Digi Telecommunications and the Project Owner of "What's Your Next?"

I had the opportunity to work with Hetal during a mass culture change program we initiated at Digi called "What's Your Next" which aimed to drive a grass-roots level connect with our Digital Transformation agenda. During the program, I found Hetal to be competent, passionate & committed. She was able to integrate with our culture & reflect our DNA as she led numerous workshops over a 12 month period across the entire organisation. Beyond that, I have asked for and received 'thoughtful partnership' from her. In a landscape of cookie cutter leadership development programs, it's refreshing to work with someone who is willing to engage deeper, build something different and chase outcomes that go much beyond a training program. I wish her the best for the future.

Large Scale Transformation Projects

3

PETRONAS



Transformational Coaching to support the transformation agenda for 51,000 employees | Petronas (2017-2020)

In 2017, Malaysia's largest Oil & Gas Company, Petronas, also known as Petroliaam Nasional Berhad, was on a mission to transform its 51,000 employees towards a more agile and digital mindset. O Psych was nominated as a partner to offer long-term consulting, coaching and facilitation services to the Transformation Office (under the President's office), relevant Business Leaders and Petronas employees.

The coaching and facilitation has been on-going for over 3 years. O Psych supports business story-telling, leadership coaching, team resilience as well as individual resilience programs to strengthen the organization from a psychological perspective. Over this period of time, Hetal has also been requested to design and facilitate workshops for the most senior executives in the organization and has gained significant amounts of trust in being able to support their respective businesses.

One of the feedback received from a Senior Stakeholder in the Transformation Office includes, **"Because of Hetal, we are now clearer about the roles and responsibilities that we need to play, there are more feedback exchanges within the team, greater levels of reflections are being experienced and a new and energized spirit to move forward has been created. She is crafty in dealing with our emotions and is able bring out the best of us by ensuring we are able to see the bigger vision."**

Special Consulting Projects

1

Large Scale Transformation Projects

Petronas Culture Transformation Consulting, Facilitation and Coaching | Digi Digital Transformation Facilitation | Malaysia Airlines Outplacement Consulting, Facilitation and Coaching | Digi Leadership Transformation Consulting | Digi Customer Service Transformation | USG Boral Digital Transformation | Shell Career Transitioning Facilitation

2

Leadership & Talent Development Programs: Several Projects

Bank Islam Berhad | iCIMB Sdn Bhd | Petronas Sdn Bhd | Air Asia Berhad | TUDM | Givaudan | Technip | Ericsson | Coway | Bank of China | Federal Agricultural Marketing Authority

3

Culture Development Program: Several Projects

UPECA | MIDA | Sarawak Energy | iPerintis | Ministry of Primary Resources (Brunei)

4

Diversity and Inclusion

Youtube by Google | Talentcorp | Petronas | LeanIn

5

Wellness & Resilience

Petronas Resilience Building Consulting & Facilitation | Petronas Wellness Consulting | OCBC Resilience Building Facilitation | Lim Kok Wing University | Colgate | Puma Kuala Lumpur | Puma Singapore | Puma Hong Kong

AWARDS



- ◆ Women Icons Asia Award (2019, Singapore)
- ◆ Leader in Building Mental and Emotional Resilience at Work (2019, Malaysia)
- ◆ Most Impactful Transformation Coach (2019, Malaysia)
- ◆ Learning Leaders of Tomorrow (2019, Malaysia)
- ◆ Training Provider of the Year Award (India, 2018)
- ◆ Outstanding New Trainer Award (India, 2018)
- ◆ Trainer of the Year Award (India, 2018)
- ◆ Top 100 Coaches Award, Recognized by Marshall Goldsmith (India, 2018)

MEDIA FEATURES



In 2013, Hetal was requested to speak on [Capital TV](#), Malaysia's first local business television channel to speak on *Cultural Transformation* from an Organizational Psychologists' perspective. During the same year, she was asked by [BFM Radio Station](#), Malaysia's renowned and independent business and current affairs-oriented radio station to also speak on [The Business Solution on Culture Transformation](#) due to the need to transform Malaysian business cultures.

From 2014-2016, [The Star Online](#) nominated Hetal as expert advisor on job related matters. During this time, Hetal wrote 14 articles to enhance the mindset of both employees and employers in the workplace. Some of the articles she wrote include [Human behaviour at the workplace](#), [Get lucky: 3 mindsets that help you 'score' at work](#), [3 tips for managing your overwhelming workload](#), [Treat yourself right](#), [Who are the happiest people at work?](#), [The one thing that's missing from all our KPIs](#), [Three tips to mentally battle your work stress](#), [What we need to learn from the courageous](#), [Your company owes you nothing](#), [3 key ingredients of winners at work](#), [What are high performers made of?](#), [How close should I be with my boss?](#), [Why your boss may never apologise](#) and [Is your boss playing favourites?](#).

In 2016, she was featured in the [International Business Review Magazine](#) where she writes about the *Future of Work* and *The Required Beliefs of Business Leaders of Tomorrow*. In 2017, she was featured in [SME Asia Magazine](#) for an article titled *Psyching' It Up* which explores her successes and advise to budding organizational psychologists. In 2017, she was featured also in [Smart Investor Magazine](#) on an article entitled "*It's all about being Human*", as an approach to digital transformation amidst disruption. Most recently, Hetal was asked to speak on [Bernama](#), one of Malaysia's most sought after News channels on [Organisational Psychology At Work](#).

MEDIA COVERAGE



INTER PACIFIC INVESTMENT SERVICES			100% SECURITIES FINANCIAL REPRESENTATIVE	
ACCOUNT	TYPE	STATUS	DATE	TIME
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000	1000000000

ALL MARKET SURVIVORS		
ACCOUNT	TYPE	STATUS
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000

5 MOST ACTIVES		
ACCOUNT	TYPE	STATUS
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000

5 TOP GAINERS		
ACCOUNT	TYPE	STATUS
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000

5 TOP LOSSES		
ACCOUNT	TYPE	STATUS
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000
1000000000	1000000000	1000000000

Account	Net of	Net of	Net of
1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000
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1000000000	1000000000	1000000000	1000000000
1000000000	1000000000	1000000000	1000000000

NOVEMBER
AUG 26, 2019
Hello, we are closing today
for the holiday. We will be
back on Monday, August 27th.
Email: info@sunbiz.com
Phone: [800-800-8000](tel:800-800-8000)
Web: www.sunbiz.com

When tragedy strikes — rising above the grief

① Having succession
plans in place can ease the
shock and impact of any
sudden demand of a
business leader on the firm

by [LARRY GREEN](#)

PERFORMING BETTER It is easy to see why, for example, the company's revenue is up 10% over the last year, and its profits are up 15%.

But when a tragedy strikes, the company's revenue and profits can drop sharply. The company's revenue can drop 10% or more, and its profits can drop 15% or more.

But when a tragedy strikes, the company's revenue and profits can drop sharply. The company's revenue can drop 10% or more, and its profits can drop 15% or more.

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But when a tragedy strikes, the company's revenue and profits can drop sharply. The company's revenue can drop 10% or more,



ASTRO AWANI



ASTRO AWANI (2018 – 2019)
Politics & Corporate Landscape

BERNAMA TV



BFM (2018 – 2019)
Politics & Corporate Landscape

BFM RADIO STATION



BFM (2018 - 2020): Leadership, Power and Transformation Series

Channel News Asia



Channel News Asia (2020): Impact of Coronavirus on Organizations

TRAXX FM



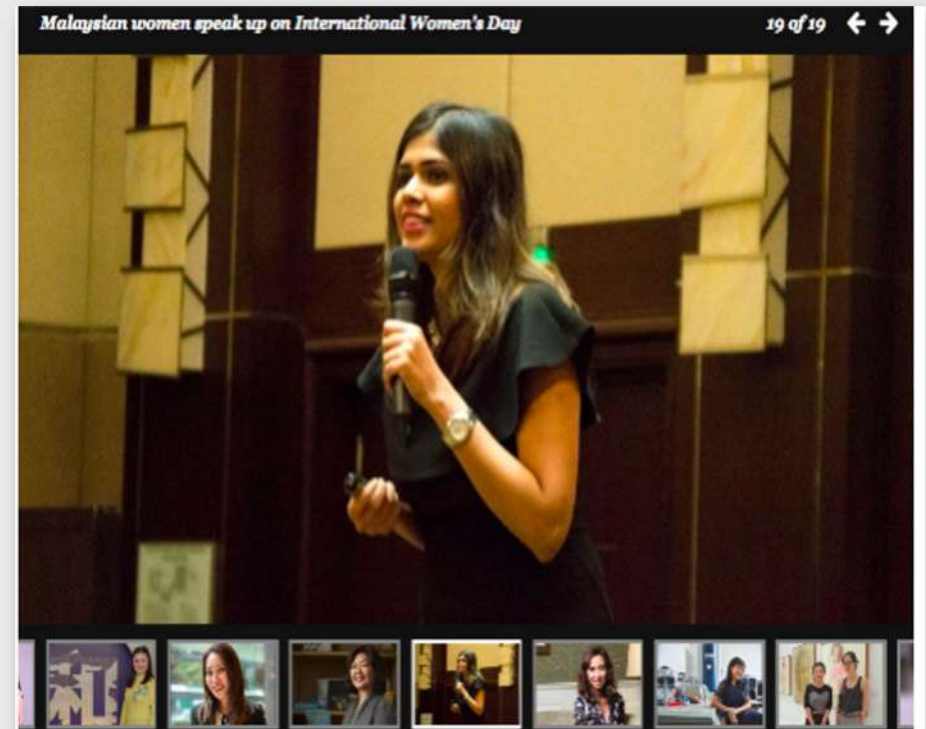
TRAXX FM (2018 – 2019)
Organizational Psychology Nuggets & Women Leadership

THE Edge

Hetal Doshi – Suhana Daswani

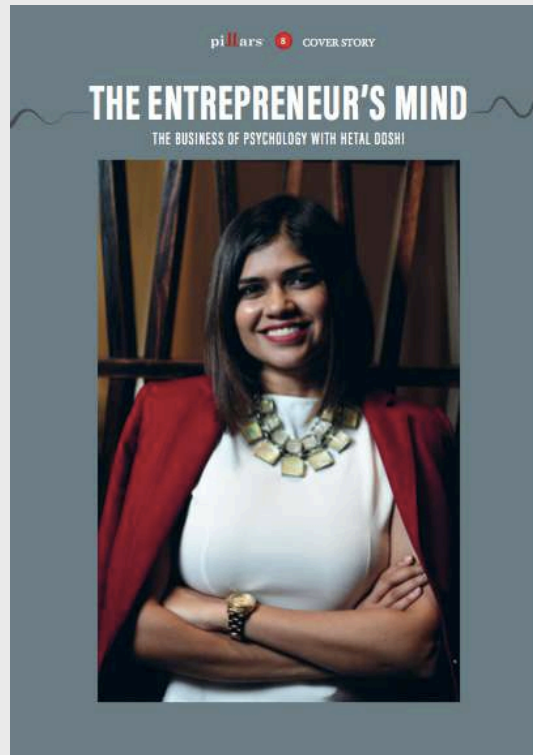
CEO of *Organisational Psychologist & Certified Professional Coach*

The only way to ensure the role of women in the workplace reaches its truest potential is by first asking why we still see women underrepresented at all levels of leadership, even when they are as qualified as their male counterparts. Research shows that 75% of the general population has a faster association with male-career and female-family. Other biases that prevent visibility of women at the top include “think male, think leader bias”, “the glass cliff bias”, “the double bind bias”, “maternal bias”, “performance attribution bias” and “performance evaluation bias”. The truth is that experiencing even 5% of these biases could reduce the chance of a woman’s promotion, compared with an equally competent male counterpart, from 50% to 29%. Therefore, to see more women in leadership positions, societies must continue the feminist revolution, organisations must continue to challenge its policies and systems and women must take vested personal interest to increase their will and skills to navigate successfully.



OptionsbyTheEdge (2018): International Women's Day Feature

MALAYSIA SME - PILLARS



Malaysia SME (Sept 2019 Issue)

The Entrepreneur's Mind, The Business of Psychology with Hetal Doshi

Malaysia SME (April 2019 Issue)
Bringing Out The Best In People (Cover Story)

[illegible]


Expedia – O Psych Media Partnership

<https://www.businesstoday.com.my/2018/03/06/malaysian-employees-are-vacation-deprived>

Psychology Travel Bookmarks OCBC E Statement L Best Practices of HR 2015 Women

Meanwhile, 35% of working Malaysians still check their work-related emails at least once during vacations but 72% believes that it is their right to take vacations without feeling guilty.

"As one of the most socially engaged markets in the world, it is not surprising that employees in Malaysia find it hard to detach themselves from work but this also evidently corroborates that Malaysians do not get to fully enjoy their vacation. Our report provides valuable implications to both Malaysian employees and employers, that quality time off is crucial for better productivity and performance as a critical part of work-life balance," said Simon Fiquet, General Manager of Expedia Southeast Asia and India.



Hetal Doshi, Suhana Daswani, Registered Organizational Psychologist & Certified Professional Coach from O PSYCH Sdn Bhd; Simon Fiquet, General Manager of Southeast Asia & India, Expedia and Lavinia Rajaram, Regional Head of Communications, Expedia Asia revealed the 2017 Expedia Vacation Deprivation Report during the Expedia Malaysia Media Event 2018.

Take time off

Work stresses can take a huge toll on one's well-being – even more so when you are vacation-deprived.



Going on a holiday means to get away and do something different.

By CHRISTINE CHAN
The Straits Times

WORKING Malaysians are no exception when it comes to taking a holiday, according to the results of a recent survey.

The 2017 Expedia Vacation Deprivation Study, commissioned by travel booking website Expedia, reveals that Malaysia is the most vacation-deprived country in the world.

According to the study, almost two-thirds of Malaysian respondents (65%) described themselves as very or somewhat vacation-deprived, with 12% claiming that they didn't plan due to work. Meanwhile, only 27% respondents of the 400 participants reported to take all their vacation time.

Expedia general manager (Southeast Asia and India) Simon Fiquet says the results aren't surprising when Malaysia is one of the most socially engaged markets in the world.

"Employees in Malaysia find it hard to detach themselves from work but this also evidently corroborates that Malaysians do not get to fully enjoy their vacation," he says.

More than one-third of Malaysians (37%) worked at least once a day while on vacation and 39% did so more than once.

Being able to spend quality time, according to Fiquet, is a critical part of work-life balance. It's a sentiment echoed by local business and organizational psychologist Hetal Doshi.

"There's a part of your brain called dopamine that will be overstimulated. Humans are hardwired themselves when they connect and this will cause them to reconnect at other things in life," she says, adding that this will lead to burnout at home.

Taking a break, Hetal adds, might even help you with career progression.

"If you're able to take the time out to have your own time, it is likely that you will get motivated faster," she says, because you would have a clear mind and fresh ideas," she says.

How to building

Her research is all set in taking vacation, at the workplace. Or at least there should be better communication between employees and their superiors.

"There's a great need for understanding about maintaining for working people. When we can have employees that have that perspective that their superiors that it's important to get on holiday. But this might not always be the case," she says.

She adds that there is also something called "vacation planning" time.

"There is this culture where if you can't get away, maybe because you don't get a holiday, then your boss and superiors can also take their own time to get on the road," she says.

where have never been there that its Australia where employees are encouraged to take a break. The office boss is that 12% of those surveyed believe it is their right to take a vacation without feeling guilty.

How to successfully get a holiday from work?

Consistently remind people about your vacation plan, reminds Doshi.

"Most of the reasons people don't take their vacation is because they forget to request their colleagues and their bosses that they will be going away," she says.

Then, Doshi also what she likes to call the "break" system.

"Let your colleagues to cover for you while you're away. When it's time for you to take your vacation, make sure you do the same and help them out with their work load," Doshi adds.

As someone who builds a management position, Fiquet says to set a positive example to his staff by going on vacation and disconnecting from work email.

"Take all my leave. When I'm on a holiday, I try to check my email. But if someone else is on leave, I won't check it," he says.

reach the via WhatsApp," he says, adding that he doesn't intend his employees to take their holidays.

Taking a toll

The Expedia study revealed that vacation deprivation is on a rise around the globe, with 10% of full-time working adults globally feeling vacation-deprived last year.

Asia Pacific leads the pack as the most vacation-deprived region, with South Korea topping the list as the most vacation-deprived country. Over 85% of full-time working South Koreans feel deprived of vacation.

Meanwhile, France comes second globally at 60%. The least vacation-deprived country is Norway (18%).

Starting in on the trends across industries, sectors reveal that marketing and media is as well as food and beverage industries – all across the high burnout and long working hours – stand out as the most vacation-deprived globally.

Fiquet hopes that the results drive the study will serve as a wake-up call for working adults and managers.



Expedia general manager (Southeast Asia and India) Simon Fiquet says employees in Malaysia find it hard to detach themselves from work.

Organizational psychologist Hetal Doshi says important not to burnout.

ExpediaxOPsych Partnership on Survey that showed findings of Malaysia as Asia's Most Vacation Deprived Survey (2018). Covered by over 20 media houses

REALISING BUSINESS TRANSFORMATION WITH THE SUPPORT OF ORGANISATIONAL PSYCHOLOGY

By Hetal Doshi

Understanding the flow of change especially the elements of success and failure is fundamental for organisations operating in today's business world.

Many organisations appear to get lost in the chase for growth and change. But, having a strategic transformation within the culture of the business can be the key formula to take business and employees on a transformational journey to up-scale their abilities.

Research shows that organisations that go through under effective "transformational approaches" obtain almost 80 per cent more success than those that didn't.

In short, business transformation is about leading people to change. It is a holistic approach to achieve the corporate vision and better business.

TRANSFORMATION, EMOTIONAL INTELLIGENCE AND BUILDING RESILIENCE

The most interesting is that it didn't matter how people felt when they first experienced the crisis. What mattered was that at the end of the year, everyone seemed to be just fine and in fact recalling the experience as perhaps something even good for them.

The experience left me with two questions that I've spent the next 10 years researching and practising.

The two questions in mind are:

1. Do people have to suffer for so long if, in the end, they will be somewhat okay and perhaps even find the experience positive? Does it have to take so long to get to a more constructive or positive state? Can this process be disrupted such that suffering is processed at a significantly shortened period of time?
2. If a crisis is the birthplace of all opportunities, then why is it that this mental state does not emerge whilst employees experience crisis? How could this mental state of "crisis is an opportunity" appear not as an afterthought but a right-here-right-now thought?

ORGANISATIONS EMBARK ON TRANSFORMATION

Organisations use the word change and transformation interchangeably. However, it is critical, however, that businesses understand the difference between these two and use the terminologies consciously.

Change is assessing the past, comparing it to the present and then determining the ideal future state. Therefore, in change, the measure of success is in how much better, faster or cheaper the future state is from the current state. Most experts would say – the purpose of change, therefore, is to fix the past operationally.

However, a transformation is an understanding of a grand

vision and future state of the business, through which the current state is redefined. The measure of success here is how different the future state is from the current state based on this grand vision.

The focus is on transforming operating model and thus, radically transforming what you are fundamentally.

Netflix is a classic example of changing its operations from sending DVDs through the mail to streaming video content through the Web. It has spent vast amounts of time understanding consumer preferences and thus, also shifted from simply being a content distributor to investing in content creation.

Transformation also intends to question the very essence of the company. For example, there are telecommunications companies that have become digital services provider; whilst GoPro has transformed the camera industry into a sports and technology business.

Two years ago, most organisations that we worked with suffered losses for the first time in the history of their existence. The experiences of losses are not because a new world order is arriving, it is because the new world order has reached its tipping point.

Thus, in this already digitally agile, savvy and disruptive world, playing old games better is simply insufficient – organisations can not merely change, they must aspire to transform.

IS BUSINESS TRANSFORMATION RELATED TO HUMAN BEHAVIOUR?

Transformation is essentially a disruption in the way we work, with technology as a likely enabler. Most transformation efforts fail because the focus of the transformation is on technology (or going digital) rather than the way people think and work.

It is absolutely critical to have a people transformation strategy to meet the business transformation goals. Let me give you an example. An organisation which we worked with was convinced that it needed to transform due to their declining revenue and reduction in market shares.

Following rounds of leadership discussions, they were clear

that the organisation had to "go digital" in order to survive or thrive.

They then made a public announcement to all employees, with the assumption employees will immediately understand it, shift into a superior mental, and behavioural state and perform in accordance.

However, that was not the case and in fact, business leaders observed the complete opposite. I was thus, called in to provide insights and offer interventions to ensure a successful transformation.

During this time, the first thing that needed to be established with business leaders was to increase their mindfulness and attention to not just the thoughts and behaviours of employees, but their emotions.

Prioritising a positive emotional experience of employees towards this transformation would be the only way to get them to change their thoughts and actions which ultimately would bring the business the results that they were seeking.

Thus, designing employee experience for an intended transformation goal is the most critical pathway to success. In fact, a lack of awareness and skill in being able to design such a human experience is the reason why 75 per cent of organisational transformation aspirations fail.

TIPS FOR AN EFFECTIVE TRANSFORMATION

Because transformation is inherently one of the toughest business missions, there are many potential mistakes that business leaders can make in their pursuit of success.

Here are some things business leaders can do to ensure a successful transformation:

1. Be clear about what the vision is and the urgency in achieving this vision. The problem here is when most business leaders struggle in the articulation of this to their people and more often than not are themselves unclear.
2. Set up a Transformation Team/Office and ensure the right talent with the right skillset sit in the office to steer the

organisation in the direction it desires. Lack of clarity of purpose, roles, priorities, and measures of success of the team lead to problems.

Further, whilst there may be the right people with the right knowledge about the business in the team, these individuals may lack the skills to transform as the skills for transformation is one that is unique and can take years to develop both intuitively and logically.

3. Thirdly, it is about having all business leaders on board and collaborating towards ensuring their business visions are clear and strategies are in order.

The biggest problem is the lack of consequence management for business leaders, who are more concerned and focused on their business vision rather than the organisation's overall vision.

This happens mostly because the performance metrics of the past does not reflect at all in the performance metrics required for the future state.

Following which, it is time to start creating positive experiences for all employees in understanding and embracing this transformation. The measure of success is to see how hungry employees are in driving the transformation.

Business leaders should stop using the "telling and yelling" approach and start applying the "experiencing and discovering" approach.

Again, the source of the problem is that business leaders are themselves pressured to perform and deliver business results in a short period of time. Therefore, they would transfer their fears onto employees instead of bringing on inspiration and innovation.

One of the solutions is to garner small wins and showcasing them to inspire bigger wins. Then, a new way of work can finally be institutionalised.

Here, the problem tends to be a focus on doing more rather than reflecting on the many things that are being done and how we can leverage, learn and challenge it.

TRANSFORMATION IMPACT ON EMPLOYEES

They say "being happy at work really makes the employee more productive", so therefore, how can employees continue to remain happy?

Throughout the past 10 years, I've been contemplating the notion of happiness at work and have ultimately come to believe that neither life nor work for happiness. Life and work are about an unshakable purpose which will come with its fair share of pleasure and pain.

The aptest analogy in transformation is that of a caterpillar metamorphosing into a butterfly.

Scientists are still unclear about what happens to the caterpillar in pupa stage and at best, say that it appears to juices itself out and consumes itself wholly before transforming into a butterfly.

Transformation of human beings is essentially the same - employees must go through a process which allows for the reflection and eradication of all past ways of thinking and a willingness and readiness to walk a new path.

Shortcuts and a focus on happiness will not allow the transcendence and emergence of a new head, heart, and will.

Thus, instead of making employees happy which is a transient and superficial way of understanding transformation, it is critical to teach them about the journey of transformation itself and get them to decide how they can find meaning in pain and ultimately happiness amidst the challenges.

Through this, they can shorten their period of suffering and leverage fully on the opportunity that crisis can bring to them.

Hetal Doshi is CEO of O Psych. She is an organisational psychologist, certified professional coach and a certified trainer.

CONFERENCES/SPEAKING ENGAGEMENTS

Gujarati Association (GAWPS) (2019). *Crossing the Line*

AKPK (2019). *Women in Finance*

FEMxTalk (2019). *Showing Up*

Lazada (2019). *Peter or Jane?*

PETRONAS (2019). *Peter or Jane?*

Philip Morris (2019). *Transforming the way we Transform*

Ernst & Yang (2019). *Transforming the way we Transform*

Erican College (2018). *Emotional Intelligence*

Artificial Intelligence for Business, Malaysia (2018).

Business transformation from an Organizational Psychologist Perspective

Human Resource Technology Asian Convention, Malaysia (2018).

The Psychology of Human Emotions in Maximizing Transformation Potential

Disrupt HR Event, Malaysia (2018).

Transforming the way we Transform



CONFERENCES/SPEAKING ENGAGEMENTS

Women in Leadership Conference, Malaysia (2018)

Building Resilience for Women in Leadership

Front Liner Youth (FLY), Malaysia (2018)

The Psychology of Entrepreneurs

22nd Annual Leadership and HR Directors Forum APAC, Indonesia (2018)

Forum Chair and Session on The Psychology of Human Emotions

Expedia Vacation Deprivation Report Media Briefing, Malaysia (2018)

Panelist on The Critical Importance of Taking Time Off Work

World HRD Congress, India (2018)

Transformational Coaching.

Women in Leadership Forum, Malaysia (2018)

Managing Conflict with Authenticity and Transparency.

Diversity Best Practices, Singapore (2017)

Leveraging on a Multi-Generational Workforce in Driving Digital Transformation

Women Lawyers Conference, Malaysia (2017)

The Inner Game of Top Female Professionals.

International Coaching & Leadership Summit, Malaysia (2017)

Opening Keynote.



CONFERENCES/SPEAKING ENGAGEMENTS

Learning & Development World Congress, Singapore (2017)

The Emotional State of Learning.

IPG Media Brands, Malaysia (2017)

Emotional Intimacy

**14th International Conference on Psychology and Behavioural Sciences,
Singapore (2017).**

Keynote

YouTube Week By Google, Malaysia (2016)

*How Ambitious Media Leaders can Disrupt Gender Bias
How HR Can disrupt
Unconscious Gender Biases.*

TalentCorp Learning Conference, Malaysia (2016).

How leaders can disrupt Gender Bias

Project Managers Institute, Malaysia (2016).

Resilience and Grit. Conquering changes in VUCA.

11th Coach Convention, Awards & Networks, Malaysia (2016)

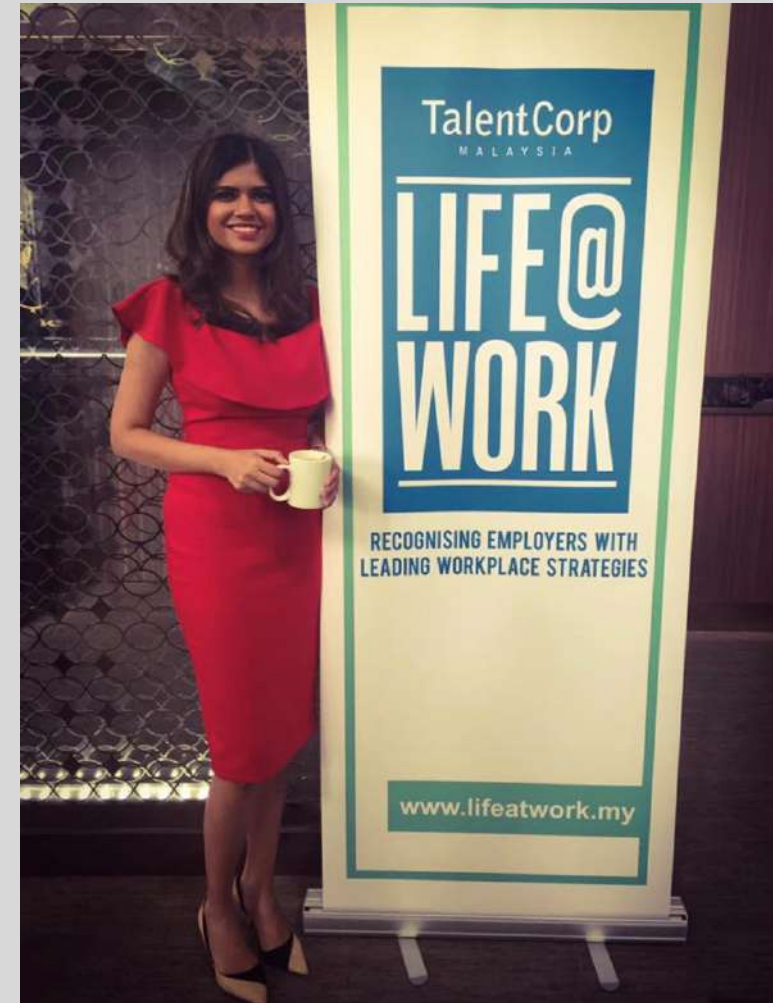
Emotional Intelligence in Coaching

Talent Ecosystem Conference, Malaysia (2015)

Engaging Gen Y with Emotional Intelligence

Religion, Security and Citizenship Conference, Singapore (2015)

Conquering Gender Biases



HR Tech StartUp - NextUp Asia and Cognifyx



1. In 2016, Hetal co-founded an online media brand, NextUp Asia, that covers HR related interviews thought leaders, business leaders, HR leaders and disrupters in Malaysia and Globally. NextUp Asia is partners with the producers and organizers of TedxKL. Here are some of the videos of her interviews. More can be found on YouTube.

1. [Christopher Yap, VP at SME Banking, Alliance Bank](#)
2. [Jim Ayala, Founder & CEO, Hybrid Social Solutions](#)
3. [Haroon Bhatti, CHRO, Digi](#)
4. [Rajeev Peshawaria, CEO , Icliff Leadership & Governance](#)
5. [Bibop G. Gresta, Chairman & COO, Hyperloop Transportation Technologies](#)
6. [Animesh Mukherjee, Head of HR of Expertise, DIGI](#)
7. [Zalina Jamaluddin, Head Director, Asia School of Business](#)
8. [Lai Tak Ming, Director, GAMUDA Berhad](#)
9. [Jenny Ooi, CHRO, USG BOGAL](#)
10. [Tan Sri Liew Kee Sin, Chairman, EcoWorld](#)



2. Hetal has been requested to join the Board of Advisors and potentially take on the role of Managing Director for a behavioral science App called Cognifyx that promotes better performance via better brain functioning. Cognifyx is funded by one of Singapore's top Neurosurgeons, Dr Prem Pillay, and co-founded by a Neuroscientist, Nav Vij. Cognifyx is made up of a team of neuroscientists, organizational psychologists, clinical psychologists, sports psychologists and technologists.



Pushing Performance Forward

Hetal Doshi

M: +60169926306

E: hetal@o-psych.com

W: www.o-psych.com