

# 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 is 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



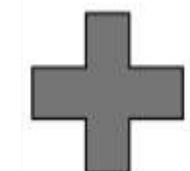
- ◆ CERTIFIED PROFESSIONAL COACH (Malaysia)
- ◆ CERTIFIED HRDF CORPORATE TRAINER (Malaysia)
- ◆ ORGANIZATIONAL PSYCHOLOGIST (New South Wales)
- ◆ CERTIFIED PSYCHOMETRIC ASSESSOR  
(SHL, Genesys, MPE, MBTI, DISCT, Facet5)
- ◆ MASTERS IN ORGANIZATIONAL PSYCHOLOGY  
(MACQUARIE UNI, SYDNEY)
- ◆ HONOURS IN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

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# Unfortunately, 87% Of Businesses Transformation Efforts Fail



## IMPACT TO ORGANIZATION



Individual Stress  
Organizational Cost  
Time taken to achieve goals



Individual Resilience  
State of Mental/  
Emotional  
Quality of Work  
Relationships  
State of Physical Health  
Impact on Reputation



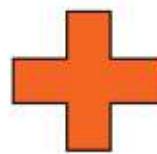
Organization Performance  
Individual Performance

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

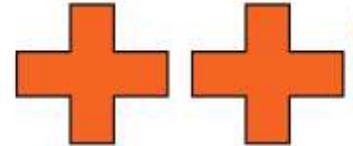


## IMPACT TO ORGANIZATION

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Organization Performance  
Individual Performance

# 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*



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



# 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 Petroliam 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



# 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



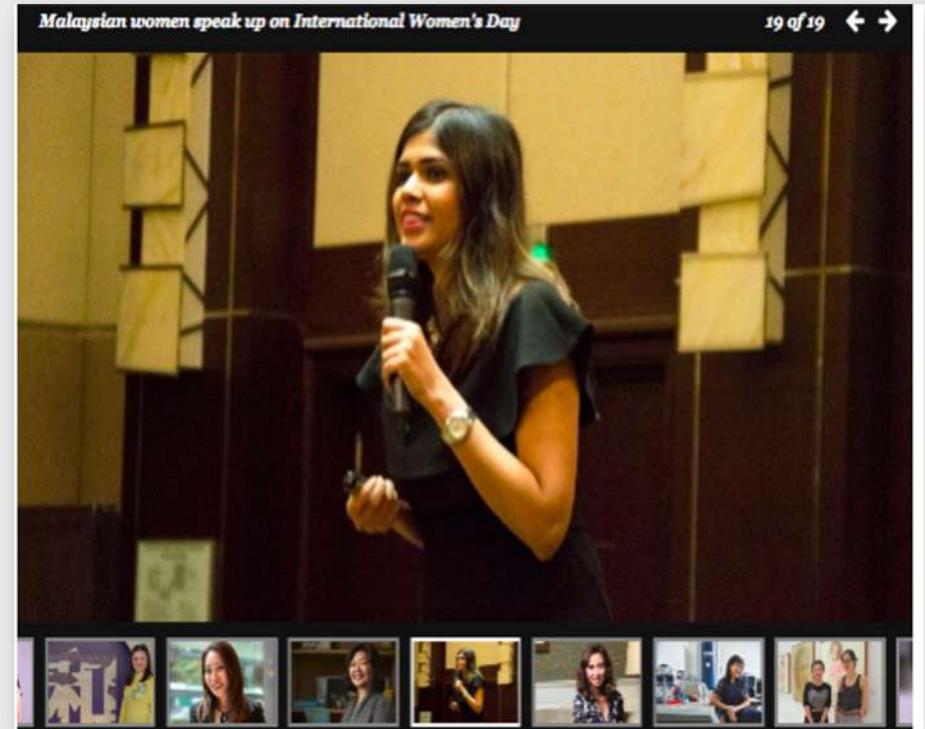
**TRAXX FM (2018 – 2019)**  
**Organizational Psychology Nuggets & Women Leadership**

# 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**

# HER WORLD

HER STORY

Inspiring Women

# THE CORPORATE *Nightingale*

Managing our emotional health and behaviour at work can be very exhausting. Hetal Doshi's passion in bringing relief to everyone makes her a pillar of support in numerous organisations. By Lorraine Chai

PHOTOGRAPH BY JONATHAN LEE

Organised psychology in the study of human behaviour, its theories, methods, principles, and practices, come from the last two to three centuries. The health and well-being of everyone in the organisation (Hetal Doshi) started out six years ago as an organisational psychologist and worked with various companies in Australia, Singapore, and Malaysia before moving to India. Ol' Poch, in area. Her vast experience in the field makes her a renowned professional and a valuable friend to her clients.

**HW:** What are your most notable achievements so far as an organisational psychologist?

**Hetal Doshi:** The most interesting project I have worked on are large scale transformation projects. In Charles Darwin's stand, "It is not the strongest of the species that survive, nor the most intelligent, but the one most adaptable to change."

Kindred companies are rapidly imposed both emotionally and physically - a person may even lose their job. The point of pain that everyone is going through during this transformation is high. In fact, 80 per cent of the time, these transformation efforts can end in failure. The reason is that people are falling for me but have

over global losses and tends, which demand transformation and change from the inside out. In Charles Darwin stand, "It is not the strongest of the species that survive, nor the most intelligent, but the one most adaptable to change."

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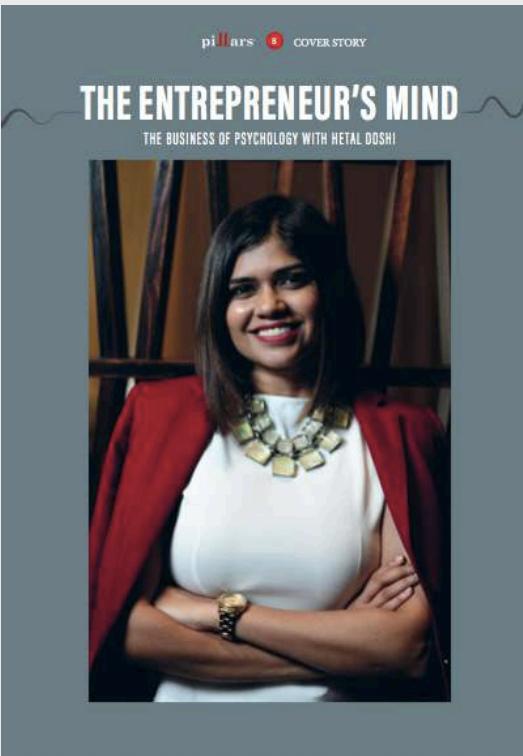
“  
the root and fountain  
given me to design the right environments  
and interventions, so that  
we are able to derive  
and succeed until the  
toughness changes and  
we are able to do this  
as this day - bringing relief to human  
being is their suffering  
in my process.”

“  
I think that you  
are not in this business  
but also in college. That's when I first  
met Hetal. She is a  
lovely soul, who I find  
a possible career option  
for myself. I am  
learning everything that I want  
to learn. Nothing  
trivial or irrelevant.  
Hetal is a very kind  
person, who is very  
caring and helpful.  
During my first three  
years in the field,  
she always encouraged me. In  
fact, I feel that it was all  
very due to her that I am  
able to work in this  
sector. I am a person  
who likes to work in  
a team and Hetal  
is a person who  
encourages me to work  
in a team. I am  
very grateful to her  
for all the support  
she has given me.”

# HERWORLD (July 2019 Issue)

## HerStory, Inspiring Women Feature on The Corporate Nightingale

# MALAYSIA SME - PILLARS



**Malaysia SME (Sept 2019 Issue)**  
**The Entrepreneur's Mind, The Business of Psychology with Hetal Doshi**

# MALAYSIA SME – HER STORY

MARCH 26 - APRIL 12 2019

MALAYSIA 51

26  
Her SME

# Bringing out the best in people

**Hetal Doshi tells her story of what it's like being an organisational psychologist**

By **Teja Tewari**

teja@thehimalayan.com.my  
Pic by **Shiv TC**

**C**are and determination is often deemed the mother of all opportunities, yet emerging entrepreneurs in challenging times is something that requires a special kind of project conducted on an able to adapt and move upwards on occasions.

At the helm of the company that's 87% of the time, leaders fail in their mission to offer a better way for others to grow, Hetal Doshi, who has been working on organisational psychologists, said. She is a certified organisational behaviour and executive coach, for her expertise in humanising transformational journeys during

organisational transformation.

When a company goes through transformations, the level of stress increases and the level of anxiety one sees experience is likely to be very high and the rate of success can be very low.

For the employees, ensuring a new vision is clearly understood and that they are fully and emotionally engaged with the changes that are coming is a major challenge.

For the leaders, bringing in the case for change and finding positivity about the coming future and the challenges ahead, when the working can seem impossible.

For the shareholders, the growth path was not something she had from the start. Now after 10 years, Hetal, like any other human, is at

ways intended to strive for excellence.

Coming up after her in her best years, Hetal had to take a break from studies to have children. In her last year of primary school, however, she did not let her studies suffer and did well in her studies and it could have severely impacted her educational journey.

"Today many leaders find it really important to have a growth mindset and to keep it up to an extent, as it would help us to move forward, as a leader, to be the most valuable asset to the organisation. I believe no matter how hard you try, sometimes, you have absolutely zero control over the outcome of your efforts," she says.

Interestingly, Hetal eventually secured a place in one of the best business leading universities, the National University of Singapore. There she pursued her post-graduate studies in psychology.

After a few other job offers at the age of 18, Hetal decided in what exactly I wanted to study. My father then suggested that I should take a look from the British Council that lists down all possible opportunities to study in the United Kingdom and universities.

At the age of 21, she was one of the shortest girls in her entire batch - with all the accolades including the best in her class in secondary and maternal section, among many others. She says, "I was not interested in anything that involved cycling that didn't appeal. I still had a desire to study psychology in the first few that presented on the list of over 20,000 optional programmes."

Over the course of her degree, Hetal, in line with the study of human behaviour, decided to minor in what she did not like in her programme, which was organisational psychology.

Having worked in several countries, including the US, Canada, Australia and Malaysia, Hetal had a burning desire to start her own company, which would cater to a family of entrepreneurs and the same kind of people she worked with.

The majority of the entrepreneurs in the family however were affluent and had the resources to start their family business, take it to the next level of success and leave after their families.

However, many entrepreneurs are different than her in the sense that they were worse off than encouraged to be professionals. So Hetal decided to start her own consulting outfit, the powder has been born, which provides support to continue in a pursuit of excellence and professional service to others, she adds.

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**Working is my happy place – a space where I'm allowed absolute creative freedom.**

— Hetal

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# **Malaysia SME (April 2019 Issue)**

## **Bringing Out The Best In People (Cover Story)**

# Expedia – O Psych Media Partnership

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.

A photograph of three individuals standing in front of a yellow wall with the Expedia logo and website address. From left to right: a woman in a white blazer, a man in a dark suit, and a woman in a yellow blazer. They are all smiling. The background is a plain yellow wall with the Expedia logo in blue and white.

## **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

**U**nderstanding the flow of change especially the elements of success and failure is fundamental for organisations to operate effectively.

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 exercise 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 so 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 defining the ideal future state. Therefore, in change, the measure of success is the ability to better fit or change the future state 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 by achieving 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 provider to a technology company creating the very essence of the company.

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 experts say the losses are not because the world order is changing. 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 of a transformation 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, the need to define the purpose 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 with their people and more often than not, they end up being 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, role, 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. Transformation is about bringing 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 still 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 in 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 contribute to greater happiness?

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 unshakeable 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. The caterpillar in its 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 are not the answer about what happens to the caterpillar in its pupa stage and at best, say that it appears to juices itself out and consumes itself wholly before transforming into a butterfly.

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). *Perter 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.*

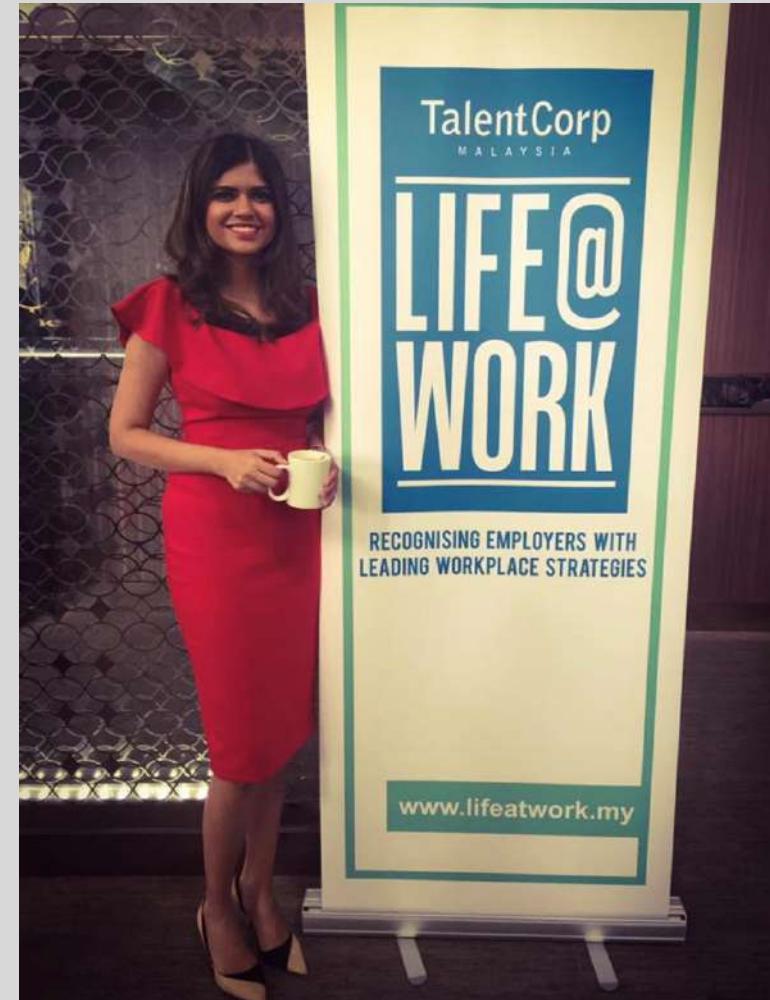
**TalentCorp Learning Conference, Malaysia (2016).**  
*How leaders can disrupt Gender Bias*

**Project Managers Institute, Malaysia (2016).**  
*Resilience and Grit. Conquering changes in VUCA.*

**11<sup>th</sup> 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



I. 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.

# O PSYCH

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