



9th INTERNATIONAL MANAGEMENT ACTION AWARDS (IMAA): INSPIRING INNOVATIVE TRANSFORMATION

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Table of Contents

- I. **Introduction to IMAA**3
 - History
 - Uniqueness of the Award
 - Benefits of Award
 - Awards Administration
 - Past IMAA Award Winners
- II. **9th IMAA**6
 - Award Theme
 - Award Focus
 - Award Criteria and Submission Guide
 - Award Nomination and Judging Process
 - Award Presentation
- III. **Appendix**.....8
 - Nomination Form

Introduction to IMAA

History

The International Management Action Award (IMAA) is an international award to recognise outstanding individuals who have demonstrated exceptional ability in taking management action to achieve sustainable, tangible results for an organisation, society or nation.

The award, first announced in September 1999, aims to create and nurture a pool of individuals with effective managerial skills to drive their organisations in the knowledge-based economy and serve as role models for others to emulate. To date, 33 outstanding individuals have received the award.

Besides the business sector, the award is open to individuals in the public sector, arts, social services and other areas.

Uniqueness of the Award

The IMAA is different from other awards in that it emphasizes innovative management action, that is, the ability to achieve results and the potential of the individual to succeed, creating impact and value for an organization, society or the nation. Success is not measured by absence of setbacks but by the ability to contribute to sustainable and continual management action.

Benefits of Award

Recipients will receive an award that symbolises recognition of outstanding achievements in management action. They will have the honour of joining the IMAA alumni and be a part of the resource panel for sharing their management experience and expertise. Recipients can use the IMAA logo on their name cards and the IMAA initials after their name.

Best management practices will be disseminated through experience-sharing by the award recipients. An international pool of management talents will be linked through the IMAA Alumni. This aims to promote and reinforce the importance of management and strengthen management capabilities in organisations.

Award Administration

The Chartered Management Institute (CMI), Singapore administers the IMAA, with the Singapore Productivity Association as its Secretariat. SPRING Singapore is a Supporter of the Award.

An Awards Council approves the award recipients. Members of the Awards Council includes the British High Commissioner to Singapore, captains of industry, academics and representatives from CMI, Singapore and SPRING.

The council is supported by a steering committee, which draws up policies and guidelines for the Award programme and recommends the recipients of the award. The Awards Council and steering committee are supported by a panel of assessors which evaluates the shortlisted nominations, conducts interviews and shortlists nominees.

Past IMAA Award Winners

1st IMAA

- Mr. Andrew Tjioe,
Tung Lok Group
- Mrs. Wong-Tan Poh Hong
Housing & Development Board
- Dr. Kenny Yap Kim Lee
Qian Hu Fish Farm
- Mr. Saw Ken Wye,
Microsoft Singapore

2nd IMAA

- Mr. Nelson Wong
Hamilton Sundstrand Pacific Aerospace
- Ms. Nanz Chong-Komo
S\$1.99 Pte Ltd
- Mr. Tan Kin Lian
NTUC Income Insurance Co-operative
- Dr. Christopher Chia
National Library Board

3rd IMAA

- Mr. Chua Chin Kiat
Singapore Prisons Department
- Mr. Jack Neo
J Team Productions Pte Ltd
- Mr. Peter Husum
Robinson & Companies

4th IMAA

- Mr. Lim Suet Wun
Tan Tock Seng Hospital
- Ms. Olivia Lum
Hyflux Ltd
- Ms. Mary Yeo
UPS Singapore
- Ms. Loh Wai Kiew
SembCorp Environment Management
- Mr. Gilbert Madhavan
Raffles International

5th IMAA

- Mr. Virender Aggarwal
Satyam Computer Services Ltd
- Mr. Thomas Chua Kee Seng
Teckwah Industrial Corporation Ltd
- Mr. Tan Pheng Hock
Singapore Technologies Engineering Ltd
- Dr R Theyvendran
PBM Stamford Press Pte Ltd

6th IMAA

- Mr. Douglas Foo
Apex-Pal International Ltd
- Mrs. Helen Khoo
Wing Tai Retail Pte Ltd
- Mr. Seah Moon Ming
ST Electronics Ltd

7th IMAA

- Mr. Christophe Megel
At-Sunrice Globalchef Academy
- Mr. Low Cheong Kee
Home-Fix DIY Pte Ltd
- Professor Ivy Ng
Singapore Health Services
- Ms. Tan Yen Yen
Oracle Corporation (Singapore) Pte Ltd
- Mr. Terry O'Connor
Courts (Singapore) Pte Ltd

8th IMAA

- Dr Moh Chong Tau
Makino Asia Pte Ltd
- Dr Low Lee Yong
MHC Asia Group
- Mr Dhirendra Shantilal
Kelly Services Inc
- Mr Ryan Chioh
FarEastFlora.com Pte Ltd
- Mr Alex Chow
HVS Engineering Pte Ltd

Theme – “Inspiring Innovative Transformation”

The ability to manage change effectively is critical to any organisation in a society where rapid change has become the norm and new technologies are continually being introduced. However, research shows that many, if not most, change efforts fail to achieve their objectives, at least to some extent. An informed and thoughtful approach will be needed to address both ‘hard’ logistical issues and ‘softer’ people issues. Paying close attention to the process of implementation will pay dividends in achieving and sustaining organisational success.

The theme for the 9th IMAA is “Inspiring Innovative Transformation: and aims to recognize excellence in the area of shaping, managing and influencing organisational change that enables the organisation, through the engagement of its people, to achieve innovative organisational development and transformation.

Award Focus

In line with the theme, the 9th IMAA will give particular focus to management action taken to build value through enabling technology that helped drive organisational transformation.

Award Criteria

Candidates for this award must show evidence of having managed considerable change within their organisation. Judges will look for evidence of good communication strategies, coupled with coherent learning programmes, innovation and seamless integration.

This award is open to individuals holding senior management roles in organisations. All information submitted as part of your entry into the IMAA will be treated in strictest confidence, and used solely for the purpose of judging your entry against the other entries in your chosen category. All Judges and short listing panels will sign non-disclosure agreements ensuring that your information remains confidential at all times.

Preparing the submission

Nominees should attach additional pages to describe their achievements. Supporting materials that include references, testimonials and media clippings may be attached as appendices.

Nominees should give particular attention to:

- Overview of Performance – provide an 80 word submission that highlights where they believe their management action made a measurable difference
 - Currency of the achievement(s) – please confirm that their Achievement(s) took place during the last 18 months
- a. Building Value through Technology and Organisational Transformation
Nominees should:
- Describe their achievement(s), through strong people management skills, in engaging and challenging others to unleash their creativity and collective intelligence, thus contributing to organisational success and competitiveness.
 - Provide specific examples of the results achieved through innovative management approaches, and by overcoming adversity and challenges to drive through change

Nominees should also describe in 500-800 words, the following:

- Issues they addressed, or Opportunities they seized
- Decision taken & Actions initiated that led to success
- Difficulties that they faced, and how these were overcome
- Specific things that Motivated them to drive through Change
- How they judged that their contributions led to better Performance
- What they Learned about Management as a result of the process

b. *Aligning their Vision & Values*

Nominees should describe how they were guided by their organisation's vision to scale to greater heights, and achieve results.

They should also assess how their Personal values underpinned their actions, and describe in 500-800 words, the following:

- The Vision & Mission of their organisation
- How their personal Values aligned to those of their Organisation
- How their own Actions were underpinned by those personal Values
- What they Learned about Themselves as a result of the process

c. *Describing their Contributions to the Community*

Nominees should assess how their contribution to the community and the environment go beyond their core responsibilities, and describe in 250-500 words, the following:

- Contributions to their Community, the Environment, Professional or Civic organisations
- The Contributions they made over and above core responsibilities
- What they Learned about Community as a result of the process

d. *Potential for Future Growth*

Nominees should look ahead to assess their future, to describe in 250 words, the following:

- What they see their personal "Runway for Growth"
- In what areas so they see a need for continuous learning
- Are there any obstacles to growth that they currently foresee
- What future management actions are required to sustain that growth

Please refer to the Submission Guide for assistance to complete the submission.

SUBMISSION GUIDE

Note: This expands on the criteria and provides guidelines on the preparation of the submission so as to facilitate a meaningful assessment of the nominee's management action.

1. Submission Template

- a. Please have the following sections in your submission:
 - i. Key Business / Organisational Factors
 - ii. Overview of Performance
 - iii. Building Value through Technology and Organisational Transformation
 - iv. Aligning their Vision & Values
 - v. Describing their Contributions to the Community
- vi. Potential for Future Growth
- vii. Annexures with supporting documents
- b. Please keep within the word length guidelines for each criterion.

2. Key Business / Organisational Factors

- a. Please provide a brief description of the nature of business, products and services; key technologies, equipment and systems deployed to deliver these; the organization chart; the organisation's Vision, Mission and Values; and the market and operational challenges.
- b. Please provide data on business / organisation performance:

| | Turnover/Budget | Net Profit/Surplus | Sales Growth % |
|-----------------|-----------------|--------------------|----------------|
| Current Year | \$ | \$ | % |
| Previous Year 1 | \$ | \$ | % |
| Previous Year 2 | \$ | \$ | % |

Note: Turnover, profit and sales growth for the past two years should be based on audited accounts. Current and forecast numbers should be supplied using the same auditing formulas, rules and precedents and be based on budgets submitted. An electronic copy of the relevant page/s from the organisation's last annual report or audited accounts should be included with the application form, pasted as a PDF. Public Sector entrants please complete the budget and Surplus elements. In the event that you are unable to provide financial information, please provide evidence of success, eg., achievements of goals and targets.

3. Overview of Performance

- a. This serves to provide an understanding of the management action that helped propel the measurable difference in the nominee's performance. Please highlight the 'vital few' factors that drove this achievement.

4. Building Value through Technology and Organisational Transformation

- a. Technology and Organisational Transformation are often enablers to building value. In line with the criteria, please:
 - i. Please explain briefly the transformation management programme that your organisation has recently undertaken/is currently undertaking.
 - ii. Explain the challenges / reasons leading to your organisation implementing such changes.

- iii. Describe:
 - The structure and process for making the decision to transform. For eg., how the nominee determined his / her decision making policy and who in the organisation took that ultimate responsibility?
 - The roll-out process.
 - Highlight the use of enabling technology and systems where relevant.
 - The timetable put in place, how it was measured and what were the biggest causes on any slippage.
 - How many people (and who they were by job functions) were affected by the transformation, and what was the initial analysis of their probable reactions.
 - How, if any, did the reactions of those affected by the transformation differ from the initial analysis?
 - b. Describe the positive organisational outcomes from the transformation undertaken, especially the contributions from enabling technology; the expected effects of the transformation programme and how will they benefit the business over the coming 3-5 years. In essence, this is about how the nominee assesses the contributions made; and what he / she learned about management in the process.
5. Aligning their Vision & Values
- a. The focus is on the nominee's personal leadership and his / her take on Vision and Values of the organization. Explain the rationale for the Vision and Values.
 - b. Describe how they are guided by this and in turn, led and guided their organisation in alignment with their Vision and Values to achieve the transformation change / goals.
 - c. Different people react differently to transformation and change. Describe the personal learning that occurred when driving the organization during this transformation programme – in essence, what the nominee learned about himself / herself as a result of the process.
6. Describing their Contributions to the Community
- a. The focus is on the nominee's personal involvement in contributing to the community.
 - b. Describe specific activities, level of involvement and achievements.
7. Potential for Future Growth
- a. The focus is on the nominee's continuing development as a Manager and Leader.
 - b. Describe the plans to achieve this and include explanations on challenges and obstacles anticipated, and how this will be overcome.

NOMINATION AND JUDGING PROCESS

Nomination Process

- **All nominations are made online.** Online nominations open on **Monday, 29th June 2015** and will close at close of business on **Friday, 31st July 2015**. A copy of the nomination form is enclosed in the Appendix.
- **Nominate the best.** Colleagues, peers, and industry contacts are encouraged to recognise the best individuals and organisations. Self-nominations are also welcome and you are encouraged to campaign for nominations. You can nominate in both or any one of the categories as you would like at no cost.

Judging Process

- The judging will be in two stages. The first stage is when the judges decide on the shortlist from the submissions received.
- Shortlisted finalists will be invited to meet with our panel of esteemed judges, who comprise captains of industry, academics and representatives from CMI, for an informal question and answer session. This is the final round of judging and the award winners in each category will be decided.
- The judges' decision is final and no correspondence will be entered into.

Awards Presentation

Singapore's business community will join the finalists at the IMAA Gala Dinner for the announcement and celebration of the winners in October 2015.

Entry regulations

1. By entering the IMA Awards you are agreeing to being bound by these rules.
2. All entries must be submitted electronically by the published entry deadline date, late arrival may mean disqualification.
3. All individuals and organisations making it to the finalist stage agree to the organisers arranging publicity and naming them as finalists.
4. One representative from each of individual finalist organisations will be invited to attend the Awards ceremony free of charge, as a guest of the sponsors and be seated where the organisers decide. Should the finalist prefer to sit with colleagues who may have purchased places or a table at the Awards, they relinquish their Complimentary place and will need to pay to attend the Awards ceremony
5. All entries should be submitted on official entry forms only, any supporting material submitted cannot be returned and the organisers cannot accept any liability for loss or cost of submitted materials.
6. The judges' decision will be final and no correspondence can be entered into prior or subsequent to the judging process.
7. The IMAA, Chartered Management Institute, Singapore and its agencies aims to comply with the requirements of the Personal Data Protection Act 2012 ("PDPA") and respects your choices in respect of your personal data. The main purposes for which your personal data is collected, used or disclosed is for the purpose of assessing, shortlisting and conferring of the IMAA and the generation of publicity on the winners.
8. The IMAA, Chartered Management Institute, Singapore, nor any of its agencies, cannot be held liable for any costs incurred by applicants during the entry or judging process howsoever ever incurred.
9. Once a nominee is announced as a finalist, he / she cannot withdraw from the competition.

Awards Council

Chairman:

Mr. George Huang
Managing Director
Amoy Canning Corporation (S) Ltd

Members:

Mr. Loh Khum Yean
Permanent Secretary
Ministry of Manpower

Mrs Fang Ai Lian
Independent Director &
Chairman of Audit Committee
Singtel Limited

Mr. Tan Kai Hoe
Chief Executive Officer
SPRING Singapore

Prof. Arnoud De Meyer
President
Singapore Management University

Dr Ahmad Magad
President
Singapore Productivity Association

Mr. Lee Suan Hiang
Chief Executive Officer
Real Estate Developers' Association
of Singapore (REDAS)

Selection Panel

Chairman:

Mr. Lee Suan Hiang
Chief Executive Officer
Real Estate Developers' Association of Singapore (REDAS)

Members:

Mr. Seah Moon Ming
President
Pavilion Energy Pte Ltd

Ms Isabella Loh
Chairman
Singapore Environmental Council

Mr. Ho Meng Kit
Chief Executive Officer
Singapore Business Federation

Mr. Liau Beng Chye
Hon Chairman
Chartered Management Institute Singapore

Ms Chong Siak Ching
Chief Executive Officer
National Gallery Singapore

Ms Choy Sauw Kook
Assistant Chief Executive
SPRING Singapore

Mr. Gilbert Tan
Chief Executive Officer
Employment and Employability Institute
(e2i)

Mr. Lee Yuen Wai
Chairman
Chartered Management Institute Singapore

Mr. Saw Ken Wye
Hon Chairman
Chartered Management Institute Singapore

Steering Committee

Chairman:

Mr Lee Yuen Wai
Chairman
Chartered Management Institute Singapore

Members:

Mr. Liau Beng Chye
Hon Chairman
Chartered Management Institute Singapore

Mr. Saw Ken Wye
Hon Chairman
Chartered Management Institute Singapore

Mr Low Hock Meng
Executive Director
Singapore Productivity Association

Advisor:

Mr. George Huang
Managing Director
Amoy Canning Corporation (S) Ltd

Working Committee

Chairman:

Mr Lee Yuen Wai
Chairman
Chartered Management Institute Singapore

Members:

Mr. George Wong
Vice Chairman
Chartered Management Institute Singapore

Mr. Low Hock Meng
Executive Director
Singapore Productivity Association

Mr. Loh Yih
Hon Treasurer
Chartered Management Institute Singapore

Dr. Edwin Long
Hon Secretary
Chartered Management Institute Singapore

Mr. Ham Hwee Woon
Asst. Hon Secretary
Chartered Management Institute Singapore

Mr Patrick O'Brien
Programme Director
Chartered Management Institute Singapore

Ms Daphne Kau
Publicity Director
Chartered Management Institute Singapore

Dr. Gouw Huat Suan
Education Director
Chartered Management Institute Singapore

Mr. Yong Yaw Nam
Committee Member
Chartered Management Institute Singapore

Mr. Jimmy Koh
Committee Member
Chartered Management Institute Singapore

Mr. Michael Lee
Committee Member
Chartered Management Institute Singapore

Mr. Liao Beng Chye
Hon Chairman
Chartered Management Institute Singapore

Mr. Saw Ken Wye
Hon Chairman
Chartered Management Institute Singapore

Appendix 1 – Nomination Form



Nominees are required to complete the details below and submit to the IMAA Secretariat by **31 July 2015**.

Nominees will be notified upon receipt of their Nomination.

PROPOSER

| | | |
|----------------------------------|-----------------------|-----|
| Name | Organisation | |
| Designation | | |
| Address | Tel | Fax |
| Management Experience in years | E-mail | |
| Business Relationship to Nominee | Signature of Proposer | |

ONE REFEREE

| | | |
|----------------------------------|----------------------|-----|
| Name | Organisation | |
| Designation | | |
| Address | Tel | Fax |
| Management Experience in years | E-mail | |
| Business Relationship to Nominee | Signature of Referee | |

NOMINEE

| | | |
|--|---------------------------------|-----|
| Name | Organisation | |
| Designation | | |
| Address | Tel | Fax |
| Management Experience in years - Participation required minimum of 7 years | E-mail | |
| Nationality * Citizen / Permanent Resident | Location * Singapore / Overseas | |

ORGANISATION

| | | | | | |
|-------------------------------|--|-------------------------------|--|-------------------------|---|
| No. of Employees: (full time) | | No. of Employees: (Part time) | | Market Share (If known) | % |
|-------------------------------|--|-------------------------------|--|-------------------------|---|

OWNERSHIP STRUCTURE

Public Listed Pte Ltd Partnership Public Sector Charity Ltd by Guarantee

Sole Proprietor Other: _____

TERMS OF PARTICIPATION / USE OF INFORMATION

Information supplied is used to assess suitability for the IMAA Award and for publicity for Award recipients. Nominees may be contacted by the Secretariat in relation to this nomination. Information may also be used by Chartered Management Institute, Singapore to contact Nominee in relation to Membership Activities.

I confirm that the Achievement(s) reported took place during the last 18 months; that the Information supplied is correct; and agree to its use as stated above. * Yes / No

* Please circle where applicable

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All entries should be uploaded using the 'submit' button when complete. If you have any difficulty with this system, please contact: entries@managers.org.sg

If you need to send supporting documents please send to:

International Management Action Award (IMAA) Secretariat
c/o Singapore Productivity Association
11 Eunos Rd 8,
#08-01
Lifelong Learning Institute
Singapore 408601.

Attn: Ms Isabella Chee
Email: IMAA@spa.org.sg
Tel: 63750950