

*"This is the perfect blueprint for future-proofing an organization into a more agile, innovative, and adaptive workplace in times of disruption—A must-read"*

**—Dr. Marshall Goldsmith, *New York Times* bestselling author of *Triggers*, *MOJO*, and *What Got You Here Won't Get You There***

# LEADERSHIP IN DISRUPTIVE TIMES



NEGOTIATING THE  
NEW BALANCE

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**SATTAR BAWANY**

**2019 EXECUTIVE OF THE YEAR**



# SATTAR BAWANY

AUTHOR



ABOUT  
SATTAR



**EXECUTIVE  
OF THE YEAR**

SBR Management Excellence Awards, 2019

**Sattar Bawany** is the chief executive officer of the Disruptive Leadership Institute LLC (DLI) and a C-Suite Certified Master Executive Coach of the Centre for Executive Education Pte Ltd (CEE). He was awarded the “2019 Executive of the Year for Human Resources Consulting” at the Singapore Business Review (SBR) Management Excellence Awards 2019. Over the past 30 years, working with clients across various industries globally, he has delivered executive coaching engagement and executive development programs to ensure C-Suite leaders’ readiness for the highly disruptive and digital-driven workplace. His earlier book titled *Transforming NextGen Leaders: Meeting the Leadership Challenges in the Era of the Fourth Industrial Revolution (Industry 4.0)* was published by Business Expert Press in 2019.

**LEADERSHIP**

**CEO**

**BUSINESS**

# LEADERSHIP IN DISRUPTIVE TIMES:

**Negotiating the New Balance (2023)**

ABOUT THE BOOK

## BUSINESS EXPERT PRESS

Paperback \$26.99

ISBN: 978-1-63742-235-9

eBook \$17.99

eISBN: 978-1-63742-324-9

Hardback \$42.99

ISBN: 978-1-63742-452-0

**As the business community has learned through the COVID-19 pandemic, it's more important than ever for leaders to anticipate and plan for the possibility of an unplanned disruptive event. The more prepared you are to manage shocks, the less likely you'll fall victim to the serious harm a crisis has the potential to inflict.**

Crisis management is one of several interrelated core disciplines comprising enterprise risk management, along with emergency preparedness, disaster response, business continuity planning, supply chain risk mitigation, and cyber liability prevention. Crisis management practices can help lessen the magnitude of emergencies and disasters while decreasing the uncertainty and anxiety associated with these events.

**This book provides insights into an understanding of leadership in a new era of radical uncertainty and disruption brought about by other challenges such as climate change, financial crises, terrorism, demographic changes in the labor market, health/disease risk from the pandemic, and rapid developments in innovative digital technologies and its impact on transformation at the workplace.**

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# EARLY PRAISE FOR THE BOOK

“The book ‘Leadership in Disruptive Times: Negotiating the New Balance’ by Prof. Sattar Bawany is essential reading for all business leaders in today’s world. In his latest work, Prof. Bawany uses real-life case studies to illustrate the challenges companies face in the modern world and explains why some have managed to adapt effectively and even thrive, while others have quickly fallen by the wayside. Each company will face unique challenges; however, Prof. Bawany explains that the underlying themes are remarkably similar, and lessons can be drawn from across different geographies and even unrelated industries. The pace of change is unlikely to slow and increasing complexity has become the norm for most organisations. This is the backdrop we must contend with, and this novel is a valuable resource for business leaders as they lead their organisations through disruptions and uncertainty.

Prof. Sattar Bawany has been an Executive Coach and mentor to me, and he’s someone I have come to respect and trust. He is a true leader in his field, and I marvel at his ability to draw on so many years of experience and apply those lessons in a completely new era. Somehow, Prof. Bawany is always able to separate the noise from the real underlying problem, and get leaders to think about themselves, their teams and their organisation in a very different way.”

**Simon Sinclair**

**Chief Operating Officer, Commodities  
Standard Chartered Bank**

“Creating and implementing a digital transformation strategy is no small undertaking, especially in a VUCA environment, but it is essential to remaining competitive in the marketplace. It helps save money with more efficient business processes, and at the same time provides a superior customer experience. Transforming the way a company does business opens new opportunities, provides an exciting new direction and attracts new customers. Prof Sattar Bawany lays the ground sharing what it takes to future-proof for the next potential pandemic in this latest edition of his book ‘Leadership in Disruptive Times: Negotiating the New Balance’.”

**Dr Timothy Low**

**CEO & Board Member of Farrer Park Hospital, Singapore  
Healthcare Investment Consultant, Pavilion Capital (Temasek)**

“Organizational crises present complex financial, social, and ethical issues and challenges as any emotionally charged situation that, once brought to public notice, invites negative stakeholder reaction and thereby has the potential to threaten the financial well-being, reputation, or survival of the firm or some portion thereof. A crisis occurs suddenly without warning and in an unprecedented manner, as with the COVID-19 pandemic.

Crises can overwhelm even the most experienced leaders, presenting unexpected, complex scenarios that develop rapidly and in several directions. Even when contingency plans have been prepared, those plans need to be adapted to rapidly changing circumstances. Fortunately, there are best practices tools, competencies to be adopted, and perspectives that leaders can use to steer their organizations during these difficult times, and these are found in Prof Sattar Bawany’s book ‘Leadership in Disruptive Times: Negotiating the New Balance’ provides businesses with the strategies to navigate the unprecedented challenges while operating in a global environment that is highly disruptive and increasingly volatile, uncertain, complex, and ambiguous (VUCA). A must-read for leaders across diverse organizations.”

**Bill Lang**

**Executive Director, Small Business Australia**

**Chairman, Bill Lang International**

**Executive Chairman, Human Performance Company**

“Professor Sattar Bawany has done an incredible job of tying together many relevant ideas in a coherent manner. ‘Leadership in Disruptive Times: Negotiating the New Balance’. is not only well researched; it also includes relevant case studies from progressive organizations which makes the book relevant in today’s highly uncertain and volatile environment. Creating Leadership Readiness to navigate the post-pandemic world requires a new set of skills. Professor Sattar Bawany provides insights and guidelines on how leaders can navigate the volatile environment in an era of disruptive and digitally driven future of work.”

**Tan Sri Dato’ Dr R. Palan**

**Pro Chancellor**

**University of Cyberjaya, Malaysia**



Prof. Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE) &  
Disruptive Leadership Institute (DLI)**  
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Singapore 915209

10 January 2023

In preparing for a crisis, Prof Sattar Bawany asserts that organizations need to put in place crisis planning initiatives as part of the "enterprise risk management" (ERM) so they can properly respond quickly and effectively. He introduced the **"L.E.A.D.E.R." Framework** for organizations to prepare for the era of constant disruption and crises ahead that could threaten the organization's sustainability. The framework is based on extensive global research of best-in-class organizations that have successfully navigated the disruptive challenges took concrete steps to dramatically improve their capacity to anticipate, respond to and capitalize on the disruptive forces heading their way. Sattar advocates the need for a **"C.R.I.S.I.S." leader** who has responsibility for conceptualizing a blueprint plan, advocating for appropriate resources, communicating crisis initiatives, and constantly updating response steps and initiatives so they remain relevant. There are strategic, tactical, and operational considerations that connect with all levels of an organization, and Sattar describes how to implement crisis planning at every level.

A crucial aspect of the 2023 revised edition of the book "Leadership in Disruptive Times" that many approaches to crisis management fail to examine deeply is the role that cognitive readiness suite of competencies including agility, empathy, and emotional & social intelligence play in engaging in an intense challenge. Rapid decision-making is thought to provide a sense of control over a crisis. If the crisis is complex, making rash decisions is the last thing a leader should do. On the other end of the spectrum, some leaders become indecisive and experience cognitive paralysis. To evolve, organizations need to develop continuous change capabilities. For organizations seeking to scale and grow, not only should their leaders inspire change and be effective 'change agents', but they also need to adopt an integrative and future-focused approach to their strategic redesign, allowing them to integrate structure, people, process, and technology (PPT) as leverage points to drive growth. Engaging leaders at all levels and aligning their growth and disruptive mindsets and providing the relevant incentives to reinforce new behaviors go a long way toward executing large-scale organizational design efforts and growing the company.

**SINCERELY,**

A handwritten signature in black ink, reading 'Bonnie K. Hagemann'.

**BONNIE K. HAGEMANN**

CEO of EDA, Inc. & Co-Founder of WomenExecs on Boards

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8<sup>th</sup> January 2023

Prof. Sattar Bawany  
Chief Executive Officer  
Centre for Executive Education (CEE) &  
Disruptive Leadership Institute (DLI)  
259 Tampines Central  
Singapore 915209.

Dear Sattar

### **Leadership In Disruptive Times: Negotiating the New Balance**

Thank you for sending your new book for my review. I am delighted that this new publication highlights your passion in exploring in greater depth the many varied facets for effective disruptive leadership.

I would like to pass across to you my comments in reviewing this new publication below.

Crisis management has become a defining feature of contemporary governance. In times of crisis, communities and members of organizations expect their leaders to minimize the impact, while critics and bureaucratic competitors make use of social media to blame incumbent rulers and their policies. In this extreme environment, policymakers must somehow establish a sense of normality and foster collective learning from the crisis experience. In this revised edition of the "Leadership in Disruptive Times" (2023), in a uniquely comprehensive analysis, Prof Sattar Bawany examines how strategic leaders deal with the challenges they face, the political risks and opportunities they encounter, the pitfalls they must avoid, and the paths towards reform they may pursue.

In every sense, society, organizations, and communities are experiencing rapid change. Successful leaders know how to sense emerging issues and create and adapt to unexpected challenges. We live in a volatile, uncertain, complex, ambiguous, and disruptive (VUCAD) world, and in organizations that thrive; the leadership will need to master the disruptive and "C.R.I.S.I.S." leadership competencies in this new era. These new sets of skills complement the other contemporary leadership skills that leaders leverage in creating high-performing organizations and communities are the same as leading in a time of transformation mired in complexity.

Sincerely,

Michael Wooi  
Dean, PPA Business School



Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
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9<sup>th</sup> January 2023

**Endorsement of "Leadership in Disruptive Times: Negotiating a New Balance (2023)"**

Dear Professor Sattar,

It is my privilege to provide my testimonial to your latest book.

*"Prof Sattar Bawany's 'Leadership in Disruptive Times' is a powerful and educating book. The book starts with sharing how the different megatrends and technologies are playing out and enlightens the reader with numerous case studies of best practices of how companies around the world are stepping into this new world.*

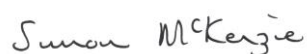
*The book is full of notions, tools and techniques which will help you lead in complex times and transform your organisation into a high performing, digitally-led, customer-centric and empathetic organisation.*

*As an example, he sets out a very effective tool on how leaders can handle crises, called CRISIS, which stands for Communicate, Resilience, Intelligence, Shift Mental Model, Inspiring, Set the Recovery Path. This tool helpfully illuminates a clear pathway for leaders on how to navigate complex and chaotic times.*

*The book is full of such helpful tools and notions. Thank you for writing this much needed book Prof Sattar."*

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Yours sincerely,



Simon McKenzie  
Chief Executive Officer  
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**mile**  
madinah institute  
for leadership & entrepreneurship

8 January 2023

Prof Sattar Bawany  
Chief Executive Officer  
**CENTRE FOR EXECUTIVE EDUCATION (CEE)**  
**DISRUPTIVE LEADERSHIP INSTITUTE (DLI)**  
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Singapore 915209

Dear Prof Bawany

**ENDORSEMENT OF “LEADERSHIP IN DISRUPTIVE TIMES: NEGOTIATING THE NEW BALANCE” (BUSINESS EXPERT PRESS, 2023)**

“What makes leaders operate better is their ability to maneuver around complex situations and unpredicted scenarios. This ability has always focused on the role of leaders’ assuming their influence on followers is the game changer.

This book went further to discuss the role of teams as the collective body of leadership that co-creates the response to disruption and gave more understanding of how collective leadership can make a difference through the **SCORE™** Framework of Development of High-Performance Teams. The more we read about leadership and its challenges the more we believe more is needed as well”

Dr. Ibrahim Jamal Alharthi

CEO, MILE



**Madinah Institute of Leadership & Entrepreneurship (MILE)**

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9 Jan 2023

Prof. Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE) &  
Disruptive Leadership Institute (DLI)**  
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Singapore 915209.

Dear Professor Sattar,

**ENDORSEMENT OF “LEADERSHIP IN DISRUPTIVE TIMES:  
NEGOTIATING THE NEW BALANCE” – REVISED EDITION (2023)**

*“The importance of leadership cannot be over-emphasized, particularly in disruptive times. But what does the right leadership look like? In this revised edition, Prof Sattar provide guidance to leaders, to not just survive but thrive. The “C.R.I.S.I.S.” Leadership Model captures the specific competencies that leaders have used, to successfully manage disruption during crisis. Organisations must be prepared to face disruptions, and if they are ill-prepared, such disruptions can quickly evolve into crisis.*

*This book provides the resources to help the leaders prepare themselves as well as their organisations for disruptions, and to thrive in a VUCA environment.”*



Sim Gim Guan  
Executive Director

6 July 2022

Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
Singapore 915209

Dear Sattar,

Thank you for sharing your most recent **book "Leadership in Disruptive Times: Negotiating a New Balance (2023)"**. Below are my thoughts and reflections on your work. I wish you the best of luck in publishing and launching the book later part of the year.

*"Leadership in Disruptive Times by Prof. Sattar Bawany is essential reading for all business leaders in today's world. In his latest work, Prof. Bawany uses real-life case studies to illustrate the challenges companies face in the modern world and explains why some have managed to adapt effectively and even thrive, while others have quickly fallen by the wayside. Each company will face unique challenges; however, Prof. Bawany explains that the underlying themes are remarkably similar, and lessons can be drawn from across different geographies and even unrelated industries. The pace of change is unlikely to slow and increasing complexity has become the norm for most organizations. This is the backdrop we must contend with, and this novel is a valuable resource for business leaders as they lead their organizations through disruptions and uncertainty."*

*Prof. Sattar Bawany has been a coach and mentor to me, and he's someone I have come to respect and trust. He is a true leader in his field, and I marvel at his ability to draw on so many years of experience and apply those lessons in a completely new era. Somehow, Prof. Bawany is always able to separate the noise from the real underlying problem, and get leaders to think about themselves, their teams, and their organization in a very different way."*

**Simon Sinclair – Chief Operating Officer, Commodities. Standard Chartered Bank.**



Kind regards,  
Simon Sinclair



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July 5, 2022

Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
Singapore 915209

Dear Professor Sattar,

**"Leadership in Disruptive Times: Negotiating a New Balance" (2023)**

*"Disruptive times - this is an often used term of late, but Prof Sattar has been able to crystalize what this means and more importantly how it impacts businesses and lives in general. His thoughts on leadership through these trying times are certainly fresh and innovative and is a model for leaders and upcoming leaders to ponder over and adopt as a best practice."*

Sincerely,

A handwritten signature in black ink, appearing to read 'BS Teh', with a long horizontal stroke extending to the right.

BS Teh  
Executive Vice President  
Global Sales & Sales Operations  
Seagate Technology



# iGroup Asia Pacific Ltd

iGroup Asia Pacific Ltd - Unit 2003A, 20/F., Causeway Bay Plaza I, 489 Hennessy Road, Causeway Bay, Wanchai, HongKong, Tel: (852) 2572 7228

6 July 2022

Prof Sattar Bawany  
Chief Executive Officer  
**DISRUPTIVE LEADERSHIP INSTITUTE (DLI)**  
259 Tampines Central  
Singapore 915209

Dear Prof Bawany

*"Digital transformation is occurring at an unprecedented pace, creating a more connected world, and providing new opportunities for businesses to grow and create value. The disruptive impact of technology on organizations of every size and sector is infinite, and we know the pace of disruption is accelerating. Research has shown that the primary challenge facing organizations is their leaders' readiness to lead in the digital age.*

*We need leaders to adopt a strategic mindset and work in flexible teams that allow companies to respond to evolving technology and external risks like geopolitical conflict, pandemics, and climate crisis. Increasingly that agility requires a shift from reliance on command-and-control leadership to transformational leadership focusing on emotional & social intelligence competencies in particular empathy, which emphasizes giving people autonomy to innovate and using non-coercive means to align them around a common goal.*

*Prof Sattar Bawany's "**Disruptive Digital Leadership**" **Competencies Framework** enables leaders to develop the relevant skills to successfully engage and empower their high-performance team and coach and guide them along the way while staying focused on the mission of the transformation agenda. It is the quickest and most effective way to jump-start ideas and behaviors that drive innovation at the workplace and gives the much-needed sustainable competitive advantage to the organization. A highly recommended book to those who like to develop their disruptive mental agility which is crucial in today's digital and innovation-driven workplace."*



**Mr. Pote Narittakurn (Lee Pit Teong)**  
Founder & CEO, iGroup  
Founder, MangoSTEEMS

July 15, 2022

Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
Singapore 915209

*"Indeed, we are currently living in a volatile and disruptive world. The book entitled '**Leadership in Disruptive Times: Negotiating the New Balance**' (2023) by Prof. Sattar Bawany provides insights into an understanding of disruptive leadership.*

*In today's complex and fast-moving business environment, current levels of ambiguity and uncertainty make decision-making very challenging. This book helps leaders explore the key success factors for the digital transformation of organizations in the highly disruptive, increasingly VUCA-driven era of the Fourth Industrial Revolution. Disruption is happening everywhere and in every aspect of our lives. It is happening at a scale and speed that is unprecedented in modern history, impacting diverse industries, from financial services to retail, media, logistics and supply chain, manufacturing, education, professional services, and life sciences.*

*Financial institutions such as **AFFIN GROUP** now face even greater competing priorities and demands to engage the community, business and industry. Leaders are finding it challenging to navigate the insurmountable challenges resulting from the impact of these disruptive events on their organizations. The right leadership is critical for any organization to thrive in a disruptive business environment such as what we are in right now.*

*With increasing volatility in the markets, ever-changing customer needs, and continuous technology-led disruptions to business models, it is an organization's agility and resilience that can help it weather the storm of changes that hit it every day. Leadership 4.0 is also about a "disruptive digital leader" who can build teams, keep people connected and engaged, and drive a culture of innovation, risk tolerance, and continuous improvement.*

*A highly recommended book from Prof. Sattar Bawany as it provides essential guidance for leaders to navigate through inevitable periods of disruption with the goal of helping them thrive at home and at work. The book also examines the fundamental qualities of disruptive leadership that would distinguish successful leaders as they guide their organizations through the impact of the COVID-19 pandemic and the digital transformation at the workplace and provides very practical solutions for leaders who want to future-proof their businesses in this current disruptive world we are living in. A must-read!"*

**DATUK WAN RAZLY ABDULLAH**  
President and Group Chief Executive Officer  
**AFFIN Group**

5 July 2022

**CENTRE FOR EXECUTICE EDUCATION (CEE)**

259 Tampines Central

Singapore 915209.

Attn to : **Prof Sattar Bawany, CMEC**

**CEO & C-Suite Certified Master Executive Coach**

Dear Prof Sattar,

**ENDORSEMENT OF THE LATEST BOOK “ LEADERSHIP in DISRUPTIVE TIMES :  
NEGOTIATING a NEW BALANCE (2023). ”**

The above refers.

*"During the COVID-19 pandemic, we've seen the necessity to create new levels of innovation as well as the acceleration of digital transformation. Within months, most companies mobilized teams that figured out how to conduct business online and to work remotely at fundamentally different levels. Business leaders have been breaking down traditional barriers, working across functional silos to drive innovation, and using data and AI to sense and respond to changes in the external environment. Essentially, we saw traditional players acting much more like digital natives.*

*How can we learn from these experiences to create a digital and innovation-driven culture, especially when our world has become even more digital in the era of the post-pandemic 'new normal'? The answer is found in the book '**Leadership in Disruptive Times: Negotiating the New Balance' (2023)** by Prof Sattar Bawany, which provides CEOs and business leaders with proven tools, frameworks, practices and strategies on how best-in-class organizations such as Microsoft, DBS Bank, Starbucks and several others have been successful in their innovation and digital transformation efforts. I would recommend this book for all leaders from both private and public sector organizations."*

**YBhg Dato' Mohammad Azlan Abdullah**  
Group Chief Executive Officer  
PROLINTAS Group of Companies, Malaysia



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Selangor Darul Ehsan, Malaysia



19 August 2022

Prof Sattar Bawany  
Chief Executive Officer  
**DISRUPTIVE LEADERSHIP INSTITUTE (DLI)**  
259 Tampines Central  
Singapore 915209

**“Leadership in Disruptive Times – Negotiating the New Balance” is an apt continuation of the first edition that has provided practical insights for leaders of all levels and corporations to navigate the pandemic ridden world of business. This edition comes at a time when the world is still grappling for the best approach to transition from the pandemic to yet another new normal. Sattar Bawany has written a must-read material for any leaders aspiring to succeed in the ever-changing world of technological advancement and unpredictable ecological evolution.**

**We are now undoubtedly in the age of disruption. Quoting Charles Darwin - it is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change. The book gives useful guide full of important information and contemporary analysis for leaders who want to future-proof their businesses and be not only responsive, but also agile, adaptive and innovative.”**

**MOHAMAD HELMY OTHMAN BASHA**  
**Group Managing Director**

5<sup>th</sup> August 2022

**Professor Sattar Bawany, CMEC**

CEO & C-Suite Certified Master Executive Coach, CEE

Regional Managing Director, EDA Inc.

**CENTRE FOR EXECUTIVE EDUCATION (CEE)**

**DISRUPTIVE LEADERSHIP INSTITUTE (DLI)**

8 Eu Tong Sen Street, #14-94, The Central

Singapore 059818

Dear Professor Sattar,

Please find below my endorsement of your latest book.

*"Leaders today need to be equipped to face ever evolving challenges. Without the right tools and skill sets, disruptions and "black swan events" can overwhelm and derail even the most effective and trained leader. Professor Sattar's latest book **"Leadership in Disruptive Times: Negotiating the New Balance (2023)"**, is an excellent read and provides a deep dive analysis, global best practices in the digital age.*

*I am enlightened by the "C.R.I.S.I.S" Leadership Model which offers well prescribed strategies and a framework that can help leaders and organizations to future proof their businesses in a volatile, uncertain, complex and ambiguous (VUCA) environment. In the heart of succeeding in a Disruptive, Digital and VUCA-driven environment, Professor Sattar was engaged as my Executive Coach and Master Facilitator of Leadership Development programs for my team. We are humbled by his dedication, knowledge and his vast experience in this field."*

Best regards,



**Dato' Mona Suraya Dato' Kamaruddin**

Chief Executive Officer



6 July 2022

Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
Singapore 915209

Dear Professor Bawany,

**ENDORSEMENT OF "LEADERSHIP IN DISRUPTIVE TIMES" – REVISED EDITION (2023)**

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*"The COVID-19 pandemic has accelerated the adoption of digital transformation far greater than what has been achieved over the past decade. Research has shown that we could expect the stepped-up pace to continue in 2023 and beyond. Even before the pandemic, best in class organizations such as Microsoft, Netflix, Starbucks, DBS Bank and several others included as Case Studies in the book 'Leadership in Disruptive Times: Negotiating the New Balance (2023)' have successfully adopted digital technologies with the customer-centric growth strategy and implemented cost-efficiency measures as a source of productivity gains at a time of acute talent shortages and rising wage costs. Investment in technology is only a piece of the digital transformation puzzle. It also requires attention to strategic human capital management, change management process reengineering, and workforce upskilling & reskilling to enable a sustainable, competitive advantage in a highly disruptive and VUCA-driven business environment.*

*In the latest edition of the book, based on extensive research with the Disruptive Research Institute (DLI), the author, Prof Sattar Bawany outlined the key success factors for 'Digital-Driven Organizational Culture' which includes elements such as customer-centricity, disruptive mentality, innovation, data-driven decision-making, collaboration, open and trust-based partnership as well as corporate agility and flexibility. He built the case that CEOs and senior leadership teams would need to review their "Corporate DNA" statement, which may include a commitment to passion, quality, integrity, engagement, people development, and innovation, to ensure that the principles and the company's systems supported the new digital culture. Highly recommended for leaders at all levels across all industries"*

**Peermohamed Bin Ibramsha**  
**Group Chief Financial Officer**  
**Pos Malaysia Berhad**

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7 July 2022

Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
Singapore 915209

Dear Professor Bawany,

**ENDORSEMENT OF "LEADERSHIP IN DISRUPTIVE TIMES" – REVISED EDITION (2023)**

*"As technology continues to disrupt the workplace, one of the key factors that would impact the success of the digital transformation is to ensure the leaders' readiness and ability in leveraging existing digital technologies and adapt to evolving methods and new approaches. Without them, organizations will struggle to benefit as they should from the latest advances in Industry 4.0—everything from the metaverse to robots, AI, data science, virtual reality, blockchain technologies, cloud computing, the Internet of Things, and new digital business models.*

*Even if the technologies themselves are evolving and relatively easily acquired and deployed, having the right team of "disruptive digital leaders" who can lead the digital transformation implementation successfully will be scarce. Digitally talented leaders are already so highly in demand that many large, traditional companies must reinvent themselves to attract them. Organizations should respond to this challenge by building new pools of skilled digital talent. To do so, they must identify who or what are the skills and attributes of these high-potential employees and assess and develop them into disruptive digital leaders who will lead successful digital transformation initiatives. Prof Sattar Bawany's latest book 'Leadership in Disruptive Times: Negotiating the New Balance' provides the playbook on how to go about achieving that. A must-read!"*

**Dato' Azmi Mohd Ali**  
**Senior Partner & Executive Chairman, Azmi & Associates**  
**Independent Director, UMW Holdings Berhad**  
**Independent Non-Executive Director, Maybank Islamic Berhad**  
**Non-Executive Director, SP Setia Berhad**

**PARTNERS**

Dato' Azmi Mohd Ali  
Ahmad Lutfi Abdullah Mutalip  
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Shah Raja Mohzan  
Zuhaidi Mohd Shahari  
Farhah Hayati Mamat  
Abu Daud Abd Rahim  
Norhisham Abd Bahrain  
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Melinda Marie D'Angelus  
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Jonathan Law Ngee Song  
Syed Muhammad Ridza Syed Abdullah  
Natalia Izra Dato Nasaruddin  
Mohd Sallahudin Abdullah  
Wan Nor Nadia W. Ramlil  
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6 July 2022

*"Leadership in Disruptive Times: Negotiating a New Balance" (2023)*

*"Professor Sattar Bawany has done an incredible job of tying together many relevant ideas in a coherent manner. '**Leadership in Disruptive Times: Negotiating the New Balance (2023)**' is not only well researched; it also includes relevant case studies from progressive organizations which makes the book relevant in today's highly uncertain and volatile environment. Creating Leadership Readiness to navigate the post-pandemic world requires a new set of skills. Professor Sattar Bawany provides insights and guidelines on how leaders can navigate the volatile environment in an era of disruptive and digitally driven future of work."*

**Tan Sri Dato' Dr R. Palan**

*Pro-Chancellor*

*University of Cyberjaya, Malaysia*

17<sup>th</sup> August 2022

**PROFESSOR SATTAR BAWANY**  
CEO, Disruptive Leadership Institute  
259 Tampines Central  
Singapore 523497



## **ENDORSEMENT OF REVISED EDITION OF LEADERSHIP IN DISRUPTIVE TIMES (2023)**

"The changing world of work, throws up many challenges as well as opportunities. Organizations need to address the megatrends and disruptions that are transforming the world the world we live in including debates on climate change, demographic changes, technological advancements, geopolitical trends, etc. The arrival of the COVID-19 pandemic further exacerbated many of these trends and disruptions and unleashed a series of mega shocks to society as a whole, and to work and education in particular.

Challenges are emerging on both the supply and the demand side of work and education. On the supply side, an increase in demand for appropriate skills (and notably digital skills) as well as access to infrastructure (and notably connectivity) and services. While on the demand side, the need for the creation of an enabling environment through adequate recovery packages conducive to decent job creation and successful implementation of lifelong learning opportunities.

Before the pandemic, organizations were focussing on managing the disruptive forces related to the future of work. Now, the pandemic itself turns out to be highly disruptive, accelerating digital transformation trends that impact the organizations' short-term but also important long-term sustainability. 'Leadership in Disruptive Times: Negotiating the New Balance' by Prof Sattar Bawany, is a playbook that advocates quite rightly for a human-centred approach to digital transformations in the workplace. It covers very practical solutions in negotiating our disrupted world. I strongly recommend this as a must-read!"

Please feel free to contact me should you need any further information.

With warmest regards and best wishes.

Thank you.

Yours sincerely,



**PROFESSOR DATO' DR. ANSARY AHMED**

Founding President & Group MD, Asia e Learning, Malaysia



6 July 2022

Professor Sattar Bawany  
Chief Executive Officer  
**Centre for Executive Education (CEE)**  
**Disruptive Leadership Institute (DLI)**  
259 Tampines Central  
Singapore 915209

Dear Professor Bawany,

**ENDORSEMENT OF “LEADERSHIP IN DISRUPTIVE TIMES” – REVISED EDITION (2023)**

Thank you for allowing me the opportunity to provide my thoughts on and endorsement of your new book.

Please find below the endorsement for your publication.

***“Prof Bawany has done an excellent job of stitching all the concepts of practice and scholarship that are needed during these challenging times to make an organization resilient. As we cope with the immense changes in the workplace and employee demands, this book presents us with a framework not only for professional success but lessons for success in life through valuable in-depth thoughts and ideas that are future-focused, practical, and emotionally connected. Using relevant examples, case studies, and experience, the advice and guidance are so intuitively and clearly presented making this now my personal reference guide. What I really like is how he manages to focus on the varying needs of different levels in an organization and clearly conveys that embracing and owning change can keep and grow organizations in uncertain times. This book encourages reflection and introspection and I highly recommend it as a must-read for leaders who are serious about staying relevant in business.”***

Thank You



**Professor Dr. Vinitha Guptan**  
Vice-Chancellor