

PAUL LIM HENG LEONG

Email: paullim@smu.edu.sg

Lee Kong Chian School of Business, Singapore Management University
50 Stamford Rd, #05-01, Singapore 178899

Teaching Interests:

Leadership Development, Ethics & Corporate Responsibility, Employer Branding, Negotiation & Conflict Management

Research Interests:

Psychological Resilience, Mentoring, Multi-Generational Leadership

Educational Qualifications

Doctorate of Business Administration (DBA)

June 2015

Grenoble Ecole de Management

People, Organizations & Society

Doctoral School

Grenoble, France

(Joint supervision from Sun Yat-sen University - 中山大学, Guangzhou, China)

Dissertation topic:

Mentoring millennials in Singapore: How mentors are influencing turnover intentions in the organisation

Thesis Supervisor:

Associate Professor Andrew Parker

People, Organizations & Society

Grenoble Ecole de Management

Committee Members:

Associate Professor Jie Yan (Chair)

Grenoble Ecole de Management

Professor Mark Smith

Grenoble Ecole de Management

Dr Tracy Scurry

Newcastle University

Certificate

June 2012

Grenoble Ecole de Management

Doctoral School

Grenoble, France

Specialization: Research in Management Sciences

Executive MBA (EMBA)

November 2009

Helsinki School of Economics

Singapore & Helsinki, Finland

Business strategy research project:

'For the Boys - A study of a military supplies start-up's business model'

Project Supervisor: Professor Ram Baliga
John B. McKinnon Professor of Management
Babcock Graduate School of Management
Wake Forest University

Certificate
May 2008
Harvard University
Harvard Law School
Cambridge, Massachusetts
USA

Specialization: Program on Negotiation –
Training Negotiation in the Organization

Bachelor of Commerce
(B.Com.)
June 2002
University of Toronto
Rotman School of Management
Toronto, Canada

Major: Economics
Concentrations: Marketing & Organizational Behaviour

Master of Counselling
(MCouns)
Sept 2023
Monash University
School of Education
Melbourne, Australia & Singapore

Graduate Diploma in
Psychotherapy &
Counselling
(GDPC)
September 2021
Aventis School of Management
Singapore

Academic Experience

Director of Undergraduate Admissions
Lee Kong Chian School of Business
Singapore Management University
Singapore
July 2024 – present

Senior Lecturer of Organizational Behaviour & Human Resources (OBHR)
Lee Kong Chian School of Business
Singapore Management University
Singapore
January 2023 – present

Lecturer of Organizational Behaviour & Human Resources (OBHR)
Lee Kong Chian School of Business
Singapore Management University
Singapore
August 2014 – December 2022

Subjects taught:

Undergraduate: COR 3304 Ethics & Corporate Responsibility
COR-OBHR1308 Transformative Leadership (SMU-X in 2023)
OBHR 231 Mosaic of Leadership (Advanced Leadership)
COR-OBHR 1309 Negotiating in Business & Management

OBHR 233 Employer Branding for HR (Indonesia SMU-X Overseas Program)
formerly Millennial Talent Management: Recruitment and Engagement

COR 1301 Leadership & Team Building (*formerly OBHR 001*)
OBHR 103 Leadership through Mentoring

Post-Graduate: OBHR617
Negotiating in Business
MSc in Management - MiM

IESMUMBA20190-1_12R3_313561
Leading People & Organisations
IE-SMU Master of Business Administration - MBA

Sustaining relationships through Conflict Management
Post-Graduate Professional Development (PGPD)

Visiting Lecturer
School of Business & Management
Institut Teknologi Bandung (ITB)

Indonesia

February 2023 – June 2024

Subject taught:

Employer Branding for HR

Ethics & Corporate Responsibility (with University of Queensland)

Visiting Lecturer
Fakultas Ekonomi dan Bisnis
Universitas Indonesia (UI)

Indonesia

August – November 2021

Subject taught:

Employer Branding for HR

Visiting Lecturer
Faculty of Economics & Business
Universitas Gadjah Mada (UGM)

Indonesia

February – May 2019

Subject taught:

Millennial Talent Management: Recruitment and Engagement

Visiting Lecturer
Grenoble Ecole de Management
(Beihang University, Beijing campus)

China

December 2016

Subject taught:

Post-Graduate: Human Resources Management
École Supérieure de Commerce program
(Trans-Continental Track)

Adjunct Faculty
Lee Kong Chian School of Business
Singapore Management University

Singapore

December 2010 – July 2014

Subjects taught:

OBHR 001 Leadership & Team Building (community service project)
OBHR 103 Leadership through Mentoring

**Academic Associate,
Adjunct Associate
Centre for Enterprise & Communication (CEC)
Republic Polytechnic**

Singapore

March 2008 – November 2014

Subjects taught:

B102 – Organizational Behaviour
B221 – Human Resources Management
B216 – Marketing
G105 – Enterprise Skills 1
G106 – Enterprise Skills 2

Lecturer

**Kaplan Higher Education Academy Pte Ltd
Kaplan Singapore**

Singapore

October 2009 – September 2011

Kaplan Singapore is part of one of the world's largest education companies, Kaplan, Inc., a US\$2.0b business owned by The Washington Post Company. Kaplan provides educational and career services, catering to more than 1 million students annually from approximately 600 locations around the world.

Subjects taught:

Marketing 219
International Business DipBA13

Professional Activities

Faculty Advisor

OBHR Society – Lee Kong Chian School of Business
August 2020 – August 2024

Member

Curriculum Committee

Organisational Behaviour & Human Resources (OBHR)

Lee Kong Chian School of Business

Singapore Management University

August 2020 – current

Invited Discussant

"Forging the next generation of the University of Toronto – Singapore Academic Partnerships Roundtable", 20 March 2019

Judge

CrossFit Judges Course 2019

Judge

National Human Resources Case Competition, Singapore (2016 - 2018)

Awards

Nominee, SMU-X Excellent Teacher Award, 2024

Dean's Teaching Honour List (Top Faculty Members), Lee Kong Chian School of Business, Singapore Management University, (Term 1 & 2, AY2022-23)

Dean's Teaching Honour List (Top Faculty Members), Lee Kong Chian School of Business, Singapore Management University, (Term 1 & 2, AY2021-22)

Dean's Teaching Honour List (Top Faculty Members), Lee Kong Chian School of Business, Singapore Management University, (Term 2, AY2020-21)

Nominee, SMU-X Excellent Teacher Award, 2020

Dean's Teaching Honour List (Top Faculty Members), Lee Kong Chian School of Business, Singapore Management University, (Term 1 & 2, AY2019-20)

Dean's Teaching Honour List (Top 20 Faculty Members), Lee Kong Chian School of Business, Singapore Management University, (Term 1, AY2018-19)

Dean's Teaching Honour List (Top 20 Faculty Members), Lee Kong Chian School of Business, Singapore Management University, (Term 1, AY2017-18)

Dean's Teaching Honour List (Top 10 Adjunct Faculty), Lee Kong Chian School of Business, Singapore Management University, (Term 1, 2012-13)

Dean's Teaching Honour List (Top 10 Adjunct Faculty), Lee Kong Chian School of Business, Singapore Management University, (Term 1, 2011-12)

1st Prize, Doctoral Category, 'My Research in 3 Minutes Competition', James Cook University, Singapore (2011)

Learning Technologies for Teaching Excellence

'Project Aggregated Learning Journeys'

Proposal approved to use the Technology Enhanced Learning Fund (TEL) by SMU's Centre for Teaching Excellence (CTE), to finance experiment with Instagram aggregator for shortening the self-reflection and socialization process across Singapore and Indonesian students.

Amount: S\$3000

February to June 2019

'Using Telegram to Conduct Class'

OBHR Teaching Excellence Session

Shared on the use of social messaging platform, Telegram, as a tool for conducting class during an Emergency Preparedness Teaching and Learning situation.

16 March 2018

Academic Review activities

Reviewer for Nguyen Hong Hanh

Book chapter in "Asian Leadership and Asian Managers for an edited volume, Managing People across the Asia-Pacific: An Organizational Psychology Approach"

18 July 2022

James Cook University

External Assessor

HRM 335 Leadership Development

April/May 2017

Singapore University of Social Sciences

Publications

Lim, P., Low, C.H., Koh, K. (2024). The role of state hope and dispositional optimism in sustaining individual hardiness: longitudinal studies of management students working on stressful projects during COVID-19. Manuscript in preparation.

Lim, P. (2022). Hard Truth for Adulting. In C.T. Chong (Ed.), *Explorers today winners tomorrow: Are you ready for the future economy?* (pp. 64-72). Singapore: Ho Printing.

Lim, P. (2021). Facing Life's Headwinds. In C.T. Chong (Ed.), *Transform or Perish: Take ownership of your career destiny* (pp. 136-143). Singapore: Ho Printing.

Low, C.H., Lim, P., Koh, K. (2021). *Toward a Model of Hardiness Development: The Effect of Hope on Hardiness. In Proceedings of the 34th ANZAM Conference 2021* (pp. 382-401). Australian & New Zealand Academy of Management.

Lim, P., Parker, A. (2020). *Mentoring Millennials in an Asian Context: Talent Management Insights from Singapore*. Emerald Publishing, UK.

Lim, P. (2019). *An Educator's Dilemma* [Unpublished manuscript]. Lee Kong Chian School of Business, Singapore Management University.

Lim, P., Phua, I. (2017). *The Resilience of a Disruptive Innovator: Concorde Security (SMU-17-0016TN)*. Singapore: Singapore Management University.

Lim, P. (2016). *The High Flyer and the Generation Gap (SMU-16-0018)*. Singapore: Singapore Management University.

Media Commentaries

Lim, P. (2023, September 13). Op-Ed: Struggling with work-life balance? Ask what you are working for. *The Straits Times*. Retrieved from:

<https://www.straitstimes.com/opinion/struggling-with-work-life-balance-ask-what-you-are-working-for>

Lim, P. (2020, August 21). Commentary: Why do you not feel like working from home? You're probably procrastinating more. *Channel NewsAsia*. Retrieved from:

<https://www.channelnewsasia.com/news/commentary/procrastinating-how-to-deal-with-working-from-home-tips-remote-13033450>

Lim, P. (2018, November 26). Commentary: An ironman mentality is leading many to turn up for work despite being sick. *Channel NewsAsia*. Retrieved from: <https://www.channelnewsasia.com/news/commentary/presenteeism-ironman-mentality-make-people-turn-up-for-work-sick-10929002>

Lim, P. (2018, October 3). Commentary: Getting more sleep might land you that promotion. *Channel NewsAsia*. Retrieved from: <https://www.channelnewsasia.com/news/commentary/singapore-sleep-deprive-job-promotion-lack-productivity-10780354>

林廷良，（2018，3月）。中小企业如何面对失败：建立创新力与韧性，*联合早报*，29.

Lim, P. (2018, March). When the fear of failure cripples local SMEs, *Lian He Zao Bao*, p.29.

Media Interviews

Lim, P. (2024, Feb 5). - Life@Work: Improving organisational resilience before the next disruption. Night Tracks with Lynlee Foo (L.L. Foo, Interviewer). Radio Interview. Money FM89.3. Retrieved from <https://www.moneyfm893.sg/guest/dr-paul-lim-smu/>

Lim, P. (2024, Jan 30). Life@Work: How to build resilience and thrive in the face of uncertainty? Night Tracks with Lynlee Foo (L.L. Foo, Interviewer). Radio Interview. Money FM89.3. Retrieved from <https://www.moneyfm893.sg/guest/dr-paul-lim-smu/>

Lim, P. (2023, Nov 6). Life@Work: Gen what? Defining work-life balance in the digital age. Night Tracks with Lynlee Foo (L.L. Foo, Interviewer). Radio Interview. Money FM89.3. Retrieved from <https://www.moneyfm893.sg/guest/dr-paul-lim-smu/>

Lim, P. (2022, July 2). Adulting (J. Ang, Interviewer). Podcast Interview. This PhD Thinks.

Lim, P. (2021, Oct 16). The Big Read: Toxic workplaces more common than we think but when do we say enough is enough? (P.T. Wong, Interviewer). Today. Retrieved from <https://www.todayonline.com/big-read/big-read-toxic-workplaces-more-common-we-think-when-do-we-say-enough-enough>

Lim, P. (2021, Oct 2). IN FOCUS: Can good mentorship at work lead to a more fulfilling career - and life? (G. Yeoh, Interviewer). Channel NewsAsia (CNA). Retrieved from <https://www.channelnewsasia.com/singapore/focus-mentorship-companies-career-workplace-work-2203076>

Lim, P. (2020, April 19). Covid-19 in Singapore: Working from home is starting to suck. What can I do? (L. Choo, Interviewer). Video interview. MothershipSG. Retrieved from <https://www.youtube.com/watch?v=o6n6l6eklao&t=83s>

Lim, P. (2020, March 14). Coronavirus: Singaporeans tread with caution, but a 'new normal' appears (X. Kok, Interviewer). South China Morning Post. Retrieved from <https://www.scmp.com/week-asia/health-environment/article/3075176/coronavirus-singaporeans-tread-caution-new-normal>

Lim, P. (2019, February 11). Diversity is a competitive advantage yet talents still untapped (X. Kok, Interviewer). *The Edge Singapore*, 868, p. 4

Lim, P. (2017, January 15). Turning a hobby into a career - why some do it (L. Lim, Interviewer). Channel NewsAsia. Retrieved from <https://www.channelnewsasia.com/news/singapore/turning-a-hobby-into-a-career-why-some-do-it-7580992>

Lim, P. (2016, October 27). This Singapore startup knows what makes millennials tick when it comes to job hunting. E27 (Z. Wong, Interviewer). Retrieved from <https://e27.co/singapore-startup-knows-makes-millennials-tick-comes-job-hunting-20161027/>

Lim, P. (2016, July). The curious case of presenteeism (M. Azhar, Interviewer). HR Asia, 27, pp. 28-30

Lim, P. (2016, May 2). Examining presenteeism (L. Alexander and T. Tang, Interviewers). Live television interview. *First Look Asia*. Channel NewsAsia.

Lim, P. (2016, April 14). 携手同心护家园 (家镛 and 逸芯, Interviewers). Live radio interview. *Morning Drive 早点正能量*. CAPITAL 95.8 FM.

Conference & Seminar Presentations (Corporate)

Lim, P. (2023, Nov). *EduTech in Singapore*. Invited Guest Speaker at the Canadian High Commission, Singapore.

Lim, P. (2021, May). *An Introduction into Negotiation for Startups*. Invited Guest Speaker at F10 FinTech Incubator & Accelerator, Singapore.

Lim, P. (2021, May). *Masterclass: Building Resilience to face Career Headwinds*. Invited Guest Speaker at the LKCSB SMU Business Postgraduate Open Day 2021, Singapore.

Lim, P. (2021, March). *Transform or Perish: Career Management*. Invited Guest Speaker at Roses of Peace, Singapore.

Lim, P. (2021, January). *Practical Ethics in Diverse ASEAN: New Challenges and Priorities for Action*. Invited Guest Speaker at the ASEAN Universities Network (AUN) Conference, Bangkok, Thailand.

Lim, P. (2020, May). *Providing certainty and stability in contingencies: An opportunity for HR*. Presentation for NTUC First Campus, Singapore.

Lim, P. (2016, September). *Mindset Change for Innovative Human Capital Management*. Invited Keynote Speaker, Security Industry Conference 2016, Singapore.

Lim, P. (2015, May). *Mentoring millennials in Singapore: How mentors are influencing turnover intentions in the organisation*. Presented at HR Leaders' Summit 2015, Phuket, Thailand.

Conference & Seminar Presentations (Academic)

Managing Employees & Organisations in Times of Uncertainty. Invited attendee at the 5th Annual CEIBS OB/HR Symposium November 2023, Shanghai, China.

Lim, P., Low, C. H., & Koh, K. (2023, October). *Exploring State Hope and Dispositional Optimism as Antecedents of Hardiness using SMU-XO Courses*. Paper Presentation at the INDEX Symposium, Singapore.

Low, C. H., Lim, P., & Koh, K. (2022, March). *The cultivation of hope in individuals and their hardiness*. Paper presentation at the International Resilience Revolution Conference, Blackpool, United Kingdom.

Low, C. H., Lim, P., & Koh, K. (2021, December). *Toward a model of hardiness development: The effect of hope on hardiness*. Paper presentation at the 34th Australian and New Zealand Academy of Management (ANZAM) Conference, Perth, Australia.

Lim, P. (2021, Oct). *Ethics and Stakeholders*. Invited Guest Lecturer at ASEAN Human Development Organisation Professional Certification course, Singapore.

Lim, P. (2019, September). *The Case Method: Adapting to a Problem-Based Learning environment?* Seminar presentation at the Republic Polytechnic Learning Retreat 2019, Singapore.

Lim, P. (2018, July). *Building resilient teachers for resilient students*. Seminar presentation at the International Education Conference 2018, Singapore.

Lim, P., Chang, D. (2018, July). *From zero to hero: Exploring contributory factors to the hardiness of an entrepreneur's disruptive innovation in the private security industry*. Paper presentation at meeting of the 'Lead in Asia' Conference 2018, Bali, Indonesia.

Lim, P. (2017, October). *The Case Method: How is it actually taught in class?* Seminar presentation at the Education Leaders' Symposium 2017, Singapore.

Lim, P. (2017, June). *From challenges to disruptive innovation: Understanding the journey of resilience in an entrepreneur disrupting the private security industry*. Poster presentation at the 'Pathways to Resilience IV: Global South Perspectives' conference, Cape Town, South Africa.

Lim, P. (2013, December). *Mentoring millennials in Singapore*. Seminar presentation at Singapore Management University, Singapore.

Research Supervision

Supervisor

Independent Research Study

"An autobiographical study of the life of a Singaporean Artist through the lens of Resilience"

Student: Jasmine Wong Chu Qing

August – December 2020

Supervisor

Olin Business School Internship Program

Applied Research Course (Undergraduate)

Washington University in St Louis, Missouri

15 March – 17 May 2019

Executive Collaborations

P.T. KAI
P.T. BKP
CDP (Carbon Disclosure Project)
Disabilitas Kerja Indonesia
Kazee
P.T Zenius Education
P.T. Pagilaran Tea Plantation
Shopee
Tokopedia
Oversea-Chinese Banking Corporation (OCBC)

Managing Millennials (2017)
Moët Hennessy Louis Vuitton (LVMH)

Organisational Resilience (2016)
Swiss Re International SE

Scenario Planning (2016 – 2022)
Singapore Armed Forces

Understanding Millennials (2016)
Vodafone (Asia-Pacific)

Professional Experience (selected)

Marketing Director

Babywishes.com.sg

Singapore

February 2008 – August 2011

An online resource and retail portal that was created to fill a gap in the market for post natal and postpartum care, selling products that only we would use ourselves. Specialising in customised hampers for babies and new mums, Babywishes remained in the black ever since its inception.

- ♣ Business management responsibilities
- ♣ Liaised with suppliers for matters related to procurement and inventory
- ♣ Conducted business development activities
- ♣ Conceptualised and executed branding and business strategy
- ♣ Collaborated with strategic partners in cross promotions
- ♣ Secured publicity through public relations activities in mainstream media

Country Brand Manager (Singapore)

Biz-Allianz International (M) Sdn Bhd

Singapore & Malaysia

October 2006 – January 2008

Biz-Allianz International is a fully owned subsidiary of Kuala Lumpur Stock Exchange listed OCB Bhd, Malaysia. One of its brands, Indomie, was listed as one of Singapore's top 10 instant noodle brands, according to the 2006 AC Nielsen survey on fast moving consumer goods (FMCG).

- ♣ Country manager position
- ♣ Reported to the General Manager and the Managing Director in Malaysia
- ♣ Oversaw all sales, marketing, budgeting & operations for the Singapore market

- ♣ Developed and maintained good relations with industry key decision makers
- ♣ Negotiated with supermarket buyers to achieve increased sales and distribution
- ♣ Achieved an average of a 28.4% increase in average monthly sales (y-o-y)

Brand Manager

Delfi Singapore Pte Ltd

Singapore

January 2005 – October 2006

Delfi Singapore Pte Ltd is the Singapore Fast Moving Consumer Goods distribution house of Singapore Stock Exchange listed company, Petra Foods Ltd. The house brand, Delfi Chocolates, can be found in more than 20 countries worldwide and is a leading confectionery brand in Singapore.

- ♣ Reported to Divisional Manager, General Manager and Regional General Manager
- ♣ Organised product management of 115 confectionery variants
- ♣ Conceived and implemented strategic marketing and promotional plans
- ♣ Spearheaded regional new product development (NPD) collaboration with counterparts in Malaysia, Philippines & Indonesia
- ♣ Timely management and response to product related feedback from the public
- ♣ Wrote marketing plans and creates presentations when pitching for new businesses
- ♣ Close liaison with media journalists to elicit positive media coverage for the Delfi brand
- ♣ Managed corporate sponsorship relations with the Singapore National Bowling Team

Marketing Manager

Canadian 2 For 1 Pizza

(Hobbs Holdings Pte Ltd)

Singapore & Malaysia

April 2004 – January 2005

The 2nd largest Pizza delivery chain in Singapore, Canadian 2 for 1 Pizza has more than 24 outlets in Singapore, Malaysia & Indonesia and possesses a staff size of more than 200.

- ♣ Reported to the Managing Director
- ♣ Successfully sold franchise businesses both abroad and locally valued at S\$250,000
- ♣ Diplomatically handled public relations and feedback during crises management situations
- ♣ Mediated in negotiations between franchisees seeking redress
- ♣ Co-ordinated conceptualisation and distribution of 850,000 Direct Mailers on monthly basis
- ♣ Operational leadership role at catering and promotional events
- ♣ Close liaison with local and overseas vendors to achieve the company's needs
- ♣ Marketing Advisor to the Canadian Pizza Soccer Academy

Voluntary contributions

Counselling and Casework

SHINE Individual & Family Therapy Service (SH.IFT)

Shine Children and Youth Services

July 2024 – present

Associate Counsellor
Counselling & Casework Clinical Team
Limitless
November 2022 – January 2024

Practicum Counsellor
Mrs Wong Kwok Leong Student Wellness Centre
Singapore Management University
July 2022 – April 2023

Skills & Affiliation

- ♣ Association of Psychotherapists & Counsellors (APACS)
Level 1 Certified Practitioner
Registered Member: A0401
- ♣ Singapore Association for Counselling (SAC)
Provisional Clinical Member (PCM)
Registered Member: D1008
- ♣ Level 1 & 2 Ma Weightlifting Olympic Weightlifting Program (Coaching)
- ♣ Level 1 Professional Tennis Coach (Australian Tennis Professional Coaches Association)
- ♣ Fluent in English and Chinese (Mandarin)

Hobbies and Interests

All forms of sports especially tennis, golf, swimming & CrossFit • Outdoor Camping/Travelling and exploring new places and cultures (travelled & trekked to more than 40 cities, towns & villages in over 20 countries) • Keeping abreast of current affairs • Art collection and appreciation • A good book • Meeting people