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Henri-Claude de BETTIGNIES, Emeritus Professor of Asian Business & the Aviva Chair in Leadership and Responsibility at INSEAD, did create (1980) in Fontainebleau, the Euro-Asia Centre which led to the opening (2000) of the INSEAD campus in Asia in Singapore. He spent 5 years (2005-2010) at the China Europe International Business School (CEIBS) in Shanghai where he was the Founder of the Euro-China Centre for Leadership and Responsibility (ECCLAR). Since 1988 he is Visiting Professor at the Stanford Graduate School of Business. Educated at the Sorbonne, the Catholic University of Paris (EPP), the University of California (Berkeley) and the Harvard Business School he has been spending his life about equally between Europe, Asia and United States to contribute to the development of "responsible" leaders and of managers committed to sustainable development. Currently senior adviser to the board of The HEAD Foundation, he has published 6 books on the management of change, on leadership and responsibility and on China.

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# **DEVELOPING RESPONSIBLE LEADERS IN ASIA: A CHALLENGE FOR POLICY MAKERS IN HIGHER EDUCATION<sup>1</sup>**

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## **ABSTRACT**

Higher education today should aim at developing the leaders, entrepreneurs, professionals, educators, responsible citizens that the world of tomorrow, the ASEAN region will need. What will be that world? At a time when the benefits of globalization are questioned, when the ubiquitous digitalization transforms our relationships and ways of life, when the financialization makes the value of everything measured in terms of money, when extreme events bring climate change at our doors, when power is redistributed not only in Asia but on the planet, we realize how "complexity" and the pace of change do – and will continue to - nurture much uncertainty. In such uncertain context, higher education will be expected to produce leaders with vision and imagination able to drive (and to thrive in) a society experiencing not a "revolution" but a "metamorphosis", in fact a new "civilization". The responsible leaders – part of the human capital produced by higher education – will be men and women, professionals able to reduce uncertainty, who value lifelong learning, care for the others and/or the Common Good. How policy makers in their Higher Education Ministry can develop the vision, the necessary strategic courage, the required skills – along with the needed budgets – to induce disruptive innovations to transform their country's higher education system? Will the review and acceleration of the current change processes taking place in the ASEAN's higher education systems produce the needed results in the absence of disruptive innovations? Examples from Asia, particularly from business schools, will be given to illustrate how challenging, but promising, such a path could be.

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