



Global Career Leadership Challenge 2026

Thursday 2nd July
8:30am - 5:00pm
RMIT Hanoi Industry &
Innovation Hub



OVERVIEW OF ASIA SOCIETY AUSTRALIA

Asia Society Australia is the Australian centre of the Asia Society, a global organisation dedicated to understanding Asia and its role in the world. Founded in New York in 1956, the organisation is independent, non-partisan and not-for-profit.

Our mission is to advance Australia's prosperity and security in Asia. We do this through a range of activities that deepen Australia's understanding of Asia ('Asia Intelligence'), provide policy ideas for business and government, and create contemporary connections and networks in the region.



GENERATION ASIA

Generation Asia is Asia Society Australia's emerging leader's professional development program. It is committed to building practical Asia literacy and capability by supporting and empowering emerging Asia-engaged leaders, recognising them as key drivers of Australia's future success in the region.

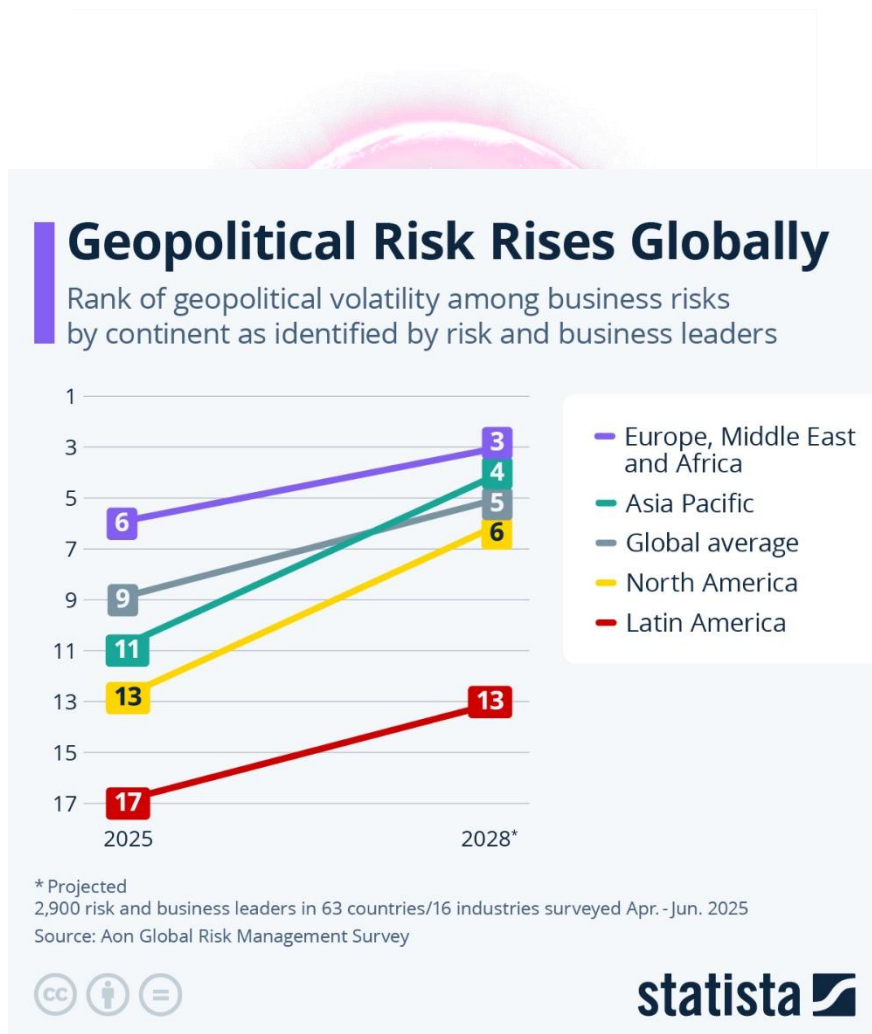
Driven by a network of early career professionals (under 35) representing Australian businesses, government departments, universities and civil society, Generation Asia creates inter-sector linkages, access to expertise and the development of Asia career skills.

Generation Asia represents the next generation of Australian leaders who are passionate, committed, and energetic about enhancing Australia's prosperity and security in the region.

INTRODUCTION

A rapidly changing global environment is reshaping how international businesses operate across the world. Technological disruption, shifting geopolitical and economic conditions, and evolving social and regulatory expectations are increasingly influencing strategic decision-making and a business's ability to operate effectively across markets.


For organisations operating across borders, success will depend on their capacity to **adapt to global volatility, strengthen their internal capability** and **build resilient, forward-looking global strategies** that can respond to an increasingly complex global environment.




THE CHALLENGE:

- In teams, **you will act as strategy consultants** for a hypothetical Vietnamese business.
- Your task is to advise the business on how it can **successfully go global**.
- By the end of the day, your team will present **three strategic recommendations**, along with a clear explanation of how each recommendation strengthens the business's ability to adapt and succeed internationally.
- Each team will be assigned a different business and will **have up to 5-minutes** to present their strategy at the end of the day.
- Your recommendations should address the following focus areas:
- **Managing External Risks**
 - Examine how global geopolitical, economic, technological, regulatory, and/or cultural factors may impact your business.
 - Consider how your business can better prepare for and respond to global volatility through actions such as building flexible systems, monitoring changes in the external environment, and/or developing contingency plans.
- **Strengthening Internal Capability**
 - Examine how your business can attract, retain, and develop globally capable talent.
 - Consider how your business can build the internal skills, systems, and organisational capacity needed for success, including strengthening workforce capability, leadership development, cross-cultural skills, and/or organisational structure.
- **Developing a Long-Term Global Strategy**
 - Examine how your business can operate through better long-term adaptability, resilience, and growth in a changing global environment.
 - Consider how your business can establish systems, partnerships, and in-market approaches that support sustainable international operations and long-term success.


Helpful Tips:

 To succeed, your team should:

- ➔ Understand the key barriers to going global facing your business.
- ➔ Use the resources provided (including your business brief, as well as the content from the day's sessions).

 Ensure each recommendation is:

- ➔ Practically achievable.
- ➔ Supported by reasoning (why this will work).

*Note: Given the timeframe, you're only expected to provide concise answers, however, **creativity is encouraged!***  For an example, see page 5.

EXAMPLE: GO GLOBAL STRATEGY

Provided:

Harbourview Technology Institute	
Description:	<i>A hospitality and tourism education provider located in Hanoi, Vietnam.</i>

To Develop (everything in light blue):

Vision:	<i>To shape a globally connected tourism and hospitality industry led by skilled professionals driving exceptional visitor experiences and sustainable growth.</i>	
Mission:	<i>To deliver industry-led tourism and hospitality education that equips students with practical skills, real-world experience, and strong employment pathways.</i>	
Strategic Framework		
	Recommendations:	Justification(s):
Managing External Risks		
Recommendation 1	Develop partnerships with universities, tourism boards, and hospitality organisations across ASEAN, Europe, and Australia to diversify student recruitment sources and reduce reliance on any single international market.	This reduces exposure to shocks in any single country, including visa rule changes and geopolitical conditions, while supporting more stable enrolments and more predictable revenue.
Strengthening Internal Capability		
Recommendation 2	Build a dedicated international engagement team with multilingual capability and provide ongoing training in global education compliance, digital recruitment strategies, and industry partnership management.	This improves internal capability by embedding the skills needed to attract diverse students, manage international partnerships, and adapt quickly to different regulatory and cultural contexts.
Developing a Long-Term Global Strategy		
Recommendation 3	Develop structured pathways from training courses into industry employment by partnering with international tourism and hospitality employers to align curriculum, placements, and graduate recruitment pipelines across global markets.	This strengthens employability outcomes, making programs more attractive to international students while deepening employer partnerships, improving graduate placement rates, and enhancing the provider's reputation in global tourism and hospitality training markets.







Helpful Tips:


Note: This is a shortened example, and you will develop your vision & mission statement in the first workshop.

Please use the provided slide template to complete the task. One team member should upload it to Google Slides so everyone can collaborate in a single shared document.

Helpful Tips:

To aid your thinking, try considering the following:

-  Consider the barriers your business is facing (e.g. lack of language skills, the regulatory complexity of different countries, different business cultures) and work your way backwards towards a solution.
-  Always consider how your recommendation links back to global capability.
-  Be specific with your recommendations & avoid general language (e.g. try thinking about the who, where, what, how and why).
-  Ensure your recommendations achieve different objectives.
-  Pay close attention during the panel sessions for insights, examples, and real-world perspectives that can inform your recommendations.
-  During group work time, be sure to also make use of the mentors as a resource - ask them questions to strengthen your ideas, test your assumptions, and refine your approach.

 **Most of all, be creative!**

RMIT PLUS

To access the RMIT Plus program, scan the below QR code.

RMIT Plus is a free, self-paced, co-curricular skills recognition program designed to help you build your life and work skills.

By participating in the Asia Intelligence Leadership Challenge, you are developing essential human skills needed to thrive in both life and work, such as communication, teamwork, time management, and problem-solving.

Upon completion of The Asia Intelligence Leadership Challenge, you will be one step closer to completing RMIT Plus, which will be recorded on your academic transcript.



AGENDA

8:30am (30 mins)	Registration
9:00am (5 mins)	Opening Remarks
9:05am (20 mins)	<p>Icebreaker Activity: Building Your Team</p> <p>In pairs, take 5 minutes to interview the person sitting next to you (and vice versa) using the questions provided. Focus on learning about their background, interests, skills, and goals for the day. After the discussion, you will each have 2 minutes to introduce your partner to the rest of your table, sharing what you learned about them.</p>
9:25am (60 mins)	<p>Skills-Based Workshop: Designing an Organisation’s Strategic Framework</p> <p>This hands-on workshop will introduce students to the tools and strategic thinking approaches used by leading consulting firms to solve real-world business challenges. Teams will build work-ready skills in structured problem solving, strategic analysis, and recommendation development, while learning how to approach their assigned company’s “Go Global” strategy through the lens of their business.</p> <p><u>Speakers:</u></p> <p>Mary-Claire McDonald, Centre for Collective Leadership</p>
10:25am (20 mins)	Morning Tea
10:45am (25 mins)	<p>Group Working Time</p> <p>Task: In your groups, use the tools introduced in the workshop to begin developing your organisation’s vision and mission statements, along with initial strategic recommendations. Consider how your assigned business’s sector may influence its overall strategy. Ensure your ideas are practical, realistic and aligned with the organisation’s capabilities and goals. Begin a shared document early and use it as your team’s central workspace</p>
11:00am (40 mins)	<p>Industry Session 1: Building Business Resilience in a Volatile World</p> <p>This session introduces global volatility and explores the key challenges, opportunities and trends shaping global markets. It will equip participants with the initial knowledge of how organisations assess risk and respond effectively to a rapidly evolving international environment.</p> <p><u>Speakers:</u></p>

	<p>Vu Vân-Anh, Senior Advisor, Asia Group Advisors</p> <p>Loan Thi Kieu Pham, Human Rights and Gender Equality Advisor, United Nations Development Programme (UNDP)</p> <p>Arabella Bennett, Second Secretary (Economic), Australian Embassy in Hanoi, Department of Foreign Affairs and Trade</p> <p><u>Moderator:</u></p> <p>James Scullin, Director, Programs, Asia Society Australia</p>
<p>11:40am</p> <p>(30 mins)</p>	<p>Group Working Time</p> <p>Task: In your groups, discuss the key takeaways from Session 1, focusing on how global volatility impacts organisations operating in international markets. Consider the specific risks, challenges, and opportunities your assigned organisation may face in seeking to succeed globally and begin to connect these insights to a strategic context. Continue building your team’s shared document, using it to capture and refine your thinking collaboratively. Make full use of the mentors circulating the room to ask questions and test your ideas.</p>
<p>12:10pm</p> <p>(40 mins)</p>	<p>Lunch</p>
<p>12:50pm</p> <p>(40 mins)</p>	<p>Industry Session 2: Recruiting and Retaining Globally Capable Leaders</p> <p>This session explores the capabilities and attributes global businesses prioritise in their workforce. Through practical insights and industry examples, mentors will examine what differentiates globally capable leaders, how to assess for adaptability and cross-cultural fluency, and the organisational conditions that enable these leaders to thrive long-term.</p> <p><u>Speakers:</u></p> <p>Jack Nguyen, CEO, InCorp Vietnam</p> <p>Brendan Cunningham, Regional Business Development Director, AS White Global</p> <p>Third speaker to be confirmed.</p> <p><u>Moderator:</u></p> <p>Dominique Wiehahn, Australia Vietnam Policy Institute Lead and Head of the RMIT Hanoi Industry and Innovation Hub</p>
<p>1:30pm</p> <p>(30 mins)</p>	<p>Group Working Time</p> <p>Task: In your groups, discuss the key takeaways from Session 2, focusing on the capabilities and internal processes organisations need to recruit, develop, and retain globally capable talent. Consider how your assigned organisation can build cross-cultural capability, leadership adaptability, and long-term workforce resilience to succeed in a global environment. Continue developing your shared document, using</p>

	it as your central space for collaboration. Make use of mentors circulating the room to test your ideas, refine your thinking, and strengthen your recommendations.
2:00pm (35 mins)	<p>Global Case Study: Practical International Career Pathways</p> <p>This session features business leaders sharing first-hand insights from their international careers, reflecting on their experiences adapting to new countries, navigating diverse workplace cultures, and developing the capabilities needed to succeed in global environments. Bringing together key themes from Sessions 1 and 2, the discussion will explore how these factors shape long-term international success for both individuals and organisations, while providing students with practical insights into global career pathways.</p> <p><u>Speakers:</u></p> <p>Minh Hoang, Lead, Policy & Global Partnerships, Australian Institute of Transformation and AI (AITAI)</p> <p>Dominique Wiehahn, Australia Vietnam Policy Institute Lead and Head of the RMIT Hanoi Industry and Innovation Hub</p> <p>Thomas Lenette, Engagement & Operations Coordinator, Bloom Centre for Youth Innovation</p> <p><u>Moderator:</u></p> <p>Marni O’Connell, Program Manager, Asia Society Australia</p>
2:35pm (30 mins)	<p>Group Working Time</p> <p>Task: In your groups, finalise your three strategic recommendations for your assigned business, focusing on how the organisation can respond to external risks, strengthen internal capability, and build a long-term global strategy. Draw on insights from across the day to refine your thinking. Ensure your recommendations are clear, practical, and presentation ready. Continue using your shared document as the central workspace and make use of mentors to test your thinking and strengthen your strategy. Nominate one or two group members to present your final recommendations.</p>
3:05pm (1 hr 35 mins)	<p>Final Group Feedback</p> <p>Task: You will have 5-minutes to present an overview of your project.</p> <p>Including:</p> <ul style="list-style-type: none"> • The name, vision and mission of your assigned business. • The key considerations you encountered when developing your strategic advice. • A brief overview of your recommendations & justifications. <p>A brief, 2-minute Q&A will follow your presentation.</p>
4:40pm	Cross-Cultural Activity: Human Bingo

(10 mins)	Move around the room and speak to different people to find someone who matches each statement on your bingo sheet. When you find a match, write their name in the relevant box. Your goal is to complete as many squares as possible by getting to know others in the room. You cannot use the same person twice, so make sure you talk to a range of people. The first people to call bingo will win a prize.
4:50pm (10 mins)	Final winner announced, judges feedback, awards provided and closing remarks
5:00pm	End of day



SPEAKERS



Mary-Claire McDonald, Co-Founder, Centre for Collective Leadership

Mary-Claire is an experienced facilitator with a passion for bringing people together to explore and act on their organisation's biggest challenges and opportunities. She cares deeply about creating experiences that unlock collective capabilities and enable groups to boldly imagine new futures. Mary-Claire is a former management consultant with deep expertise and experience in facilitation, leadership development, and organisational culture. Currently co-founder of the Centre for Collective Leadership, she specialises in working with senior executive teams and Boards to strengthen their collective leadership practice for the benefit of their people, organisations, and society.



Vu Vân-Anh, Senior Advisor, Asia Group Advisors

Van Anh Vu is a senior public affairs and government relations professional with experience in Vietnam. She previously held positions at the Office of the Government of Vietnam and the Ministry of Justice, where she worked on regulatory reform, international cooperation, and cross-government engagement initiatives with organizations including the World Bank, OECD, ADB, USAID and UN agencies. She later advised multinational clients across technology, healthcare, sustainability, FMCG and digital economy. She is an independent consultant and Senior Advisor to Asia Group Advisors. She currently works as an independent senior consultant and serves as a Senior Advisor to Asia Group Advisors - an Access Partnership company. Van Anh is particularly interested in global business trends, public-private collaboration, leadership development, and the evolving role of Asia in international markets.



Loan Thi Kieu Pham, Human Rights and Gender Equality Advisor, United Nations Development Programme (UNDP)

Loan Pham has over eight years of experience in women's economic empowerment, feminist political economy, women's political participation, and human rights. She has worked with a wide range of international organisations, government agencies, and research institutes to promote gender equality and human rights approaches in development strategies and translate them into practice. Currently, she leads United Nations Development Programme Viet Nam portfolio on inclusive governance, women's political participation, and international human rights mechanisms. She also has extensive experience in gender research and serves as an advisor on numerous projects related to gender mainstreaming. She holds a joint Master's degree in Human Rights Policy and Practice from the University of Gothenburg, the University of Deusto, and the University of Roehampton (Sweden, Spain, and the United Kingdom). She earned her Bachelor's degree from the National Economics University, Viet Nam.



Arabella Bennett, Second Secretary (Economic), Australian Embassy in Vietnam, Department of Foreign Affairs and Trade

Arabella Bennett has been the Second Secretary (Economic) at the Australian Embassy since December 2023, where she leads on the Embassy's engagement on trade, macroeconomy and the financial sector. She plays a role in advancing bilateral economic cooperation, supporting Australian companies in Vietnam and strengthening government-to-government engagement. Prior to arriving in Vietnam, she worked on Australia's US trade desk at the Australian Department of Foreign Affairs and Trade. She holds a dual Bachelor of Economics (Hons Class I) and Bachelor of Arts (Mathematics, French).



Jack Nguyen, CEO, InCorp Vietnam

Jack is the CEO of InCorp Vietnam, an Ascentium company, with more than 25 years of international experience spanning market entry, accounting, finance, and workforce strategy across North America and Asia. He is a trusted advisor to multinational corporations and foreign investors, specialising in market entry, corporate structuring, compliance, and operational strategy in Vietnam. With deep on-the-ground expertise in Vietnam's evolving regulatory landscape, Jack has supported businesses from initial setup through large-scale expansion, helping organisations build scalable, audit-ready operating models while managing regulatory risk and compliance transformation. Prior to InCorp Vietnam, he held senior roles across leading advisory firms globally.



Brendan Cunningham, Regional Business Development Director, AS White Global

Brendan Cunningham is the Regional Business Development Director for ASW Consulting, the executive search and leadership advisory arm of AS White Global. With over 25 years of experience in Southeast Asia, Brendan has built his career around helping organisations understand people, strengthen leadership capability, and respond to changing workforce needs. His experience spans recruitment, business development, client advisory, stakeholder engagement, and organisational leadership. He previously served as Head of Recruitment Services with a Fortune 500 company in Thailand and led the Australian-Thai Chamber of Commerce. Brendan holds a Commerce degree with a Marketing major from the University of Tasmania, and began his professional journey in sales and hospitality before relocating to Southeast Asia in 2000, where he continues to work closely with business leaders across the region.



James Scullin, Director, Programs, Asia Society Australia

James Scullin is the Program Director at Asia Society Australia, a global organisation dedicated to deepening understanding of Asia and its role in the world. He leads the organisation’s external engagement and professional development activities focused on advancing Australia’s security and prosperity in Asia. This includes overseeing the annual Asia Summit – Australia’s largest Asia-focused geopolitical and economic forum – as well as professional development initiatives designed to strengthen Australia’s Asia intelligence and foster the next generation of Asia-engaged leaders. James leads programs aimed at championing and promoting a greater role for Asian Australians in shaping Australia’s relations with the region. He brings 14 years of experience working with Asia-focused not-for-profits and previously National Project Manager at Australia China Business Council.



Minh Hoang, Lead, Policy & Global Partnerships, Australian Institute of Transformation and AI (AITAI)

Minh is an award-winning strategist who operates where technology reshapes power, policy, and people. Minh has advised the Australian Federal Government on 3 national tech policies and delivered communications strategy for 200+ startup founders. In 2024, Minh was named one of 32 Asia-Pacific Youth Leaders by Global Citizen and Finalist Young Influencer of the Year by Multicultural Youth Awards. Now, Minh is chairing a national policy taskforce for the Australian Internet Governance Forum and leading the policy and partnerships portfolio for the Australian Institute of Transformation & AI.



**Dominique Wiehahn, Australia Vietnam Policy Institute
Lead and Head of the RMIT Hanoi Industry and Innovation
Hub**

Dominique is based in Hanoi and leads the Australia Vietnam Policy Institute; a leading bilateral policy institute focused on strengthening the Australia–Vietnam partnership. She is also Head of the RMIT Hanoi Industry and Innovation Hub, working with government and industry to deliver regional collaboration across Southeast Asia. Previously, she led RMIT Asia Strategy and Impact in Melbourne, establishing the RMIT Asia Hub and AVPI as flagship initiatives for RMIT University. She has over a decade of experience in higher education, including roles at King's College London and Queensland University of Technology, plus social enterprise work. She is an alum of the Asialink Leaders Program and the Australia-Vietnam Leadership Dialogue and holds an MBA and journalism degree.



**Thomas Lenette, Engagement & Operations Coordinator,
Bloom Centre for Youth Innovation**

Thomas studies a Double Bachelor of Philosophy, Politics and Economics and a Bachelor of Commerce (Finance) at the University of Western Australia. He is a founding member and current General Secretary of the auIGF NextGen Taskforce, contributing to discussions on the future of the internet and digital policy in Australia, with a focus on the digital duty of care. Thomas is also part of Juvo, a Perth-based startup and smoothie vending business focused on bringing healthy and affordable smoothies to gyms, offices, university campuses, airports and mine sites. Thomas is also the current Operations Lead at Bloom, The Centre for Youth Innovation in WA Australia.



Marni O'Connell, Program Manager, Asia Society Australia

Marni leads the curation, management and delivery of Asia Society Australia programs and professional development courses. She coordinates major events, shapes professional development initiatives, and builds a national network of Asia-focused emerging leaders. With a background in environmental science and international relations, she has worked across government, research and advocacy, including roles at the Parliament of Victoria and the City of Monash in stakeholder engagement and community outreach. She also has experience with CSIRO Futures and the U.S. Embassy in Australia. Marni was President of the Monash Student Association and the first woman of her party to hold the position. She was a delegate and is currently a steering committee member of the Australia India Youth Dialogue.

