

EDMO

An interview with a lifelong educator and public servant on management, entrepreneurship, excellence and self-mastery.

by Aaron A. Palileo

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by

AARON A. PALILEO

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ABOUT EDMO

Dr. Eduardo A. Morató, Jr. has, thus far, written 50 books including six in the field of education. Other topics include Strategic Planning, Development Management, Self-Mastery, Entrepreneurship, Leadership, Finance, Marketing and the Arts. These books have been the mainstay materials in his 44 full-time and part-time years in the academe.

In all his endeavors, Dr. Morató has advocated the Whole Brain Learning System which focuses on the seven Self Mastery skills of Learning to Think, Learning to Intuit, Learning to Feel, Learning to Communicate, Learning to Do, Learning to Lead and Learning to Be.

He has designed innovative education courses, including the Masters in Entrepreneurship for the Asian Institute of Management (AIM) and for the Ateneo Graduate School of Business, the Masters in Development Management (AIM), the Masters in Public Safety Administration for the Philippine Public Safety College, the Executive Doctorate in Education Leadership for the Development Academy of the Philippines and the Doctor in Education program for the Department of Education superintendents with

the degree granted by De La Salle University. At AIM where he spent 25 years of his academic life, he was a tenured full professor and became the Institute Dean. Presently, he teaches at the Ateneo Graduate School of Business (AGSB) for the Master in Entrepreneurship and its variants on social and corporate entrepreneurship.

Dr. Morató has immersed himself in the world of Asian business, development institutions and entrepreneurship, producing a sizeable collection of more than a thousand case studies, numerous articles, monographs, area, sector and industry studies, handbooks and books. These knowledge products are aimed at a wide spectrum of learners from the grassroots level to high school, college, and, finally, the masteral and doctoral levels.

Dr. Morató served as president and general manager of several government corporations engaged in the formation of human settlements, the promotion of new technologies, the funding of small to medium scale enterprises, and the creation of agri-based social enterprises. He has also worked for the World Bank Group in Latin America and Africa and spent a few years in corporate life.

He is currently the chairman and president of Bayan Academy for Social Entrepreneurship and Human Resource Development, Inc., and the Bayan Enterprise Developers, Growers and Evolvers. He is chairman of

the ACE Center for Entrepreneurship and Management Education and of the Social Economy Action Research Foundation. These organizations are dedicated to the upliftment of the Filipino people through training and education, consultancy, action research and community development programs.

Dr. Morató holds an AB Economics degree *cum laude* from the Ateneo de Manila University, an MBA *with High Distinction* from AIM, and a Doctorate in Public Administration from the University of the Philippines. He is an Eminent Fellow of the Development Academy of the Philippines and of the Philippine Public Safety College. He has received the most outstanding alumnus award from both the Ateneo and AIM. He was also voted one of the top three professors of all time for the first 50 years of AIM's existence (1968-2018).

FOREWORD

BY PROF. CECILIA B. MANIKAN

Aaron, in the following pages, captures the essence of Edmo, the quintessential Renaissance man and Guru of life who has touched and inspired the hearts of many. The book provides a vicarious experience of the man – his wisdom, values, ideas, and worldview expressed with such perspicacity of mind that is so uniquely Edmo.

Aaron and I represent the hundreds of mentees that have sat with the Master in various settings – in formal classroom discussions, in the unhurried pace of AIM's Zen Garden, in the sala of his house, or over a glass of beer in a resto across AIM. And always, there would be a lingering thought or question that would beg for resolution long after a tete-a-tete with him.

Edmo has the knack of testing logic and toppling down arguments. He throws you off-guard, baffled, and bewildered until you gain clarity of your own thoughts. He is a great teacher, a master of Socratic dialogue that asks the right questions and allows the student to find his own answers. He does not feed answers, he asks penetrating questions that bring you

to the unexamined aspects of your own thoughts.

His mentees develop the passion of the mind that he exemplifies. And I surmise, this led Aaron to come up with this unadulterated direct interview book so we can reexperience and immortalize great learning moments with him. This is precious.

To those who do not know him, reading this book can lend lessons in clarity of thinking in many topics under the sun.

The book presents our Guru to the world – we are forever grateful!

INTRODUCTION

I first met Dr. Eduardo A. Morato Jr or “Edmo” for short, back in July 2002 when I enrolled in the Master in Business Management (MBM) program of the Asian Institute of Management (AIM). In the two years that followed, he served as our dean and teacher in subjects such as “Development of Enterprise”, “Asian Development & Governance Systems” and “Creativity and Intuition for Entrepreneurs”. In my first year at the MBM, my classmates and I were assigned to be part of learning teams or “can groups”. Every group was assigned a faculty mentor that we could regularly meet with for advising. Edmo was my can group’s assigned faculty, giving me and my group mates more opportunity to learn from him.

He was a feared teacher who we greatly admired for his piercing insights, his ability to see things that we couldn’t see, and his lessons that opened our eyes to what managers and executives should be practicing.

Heading towards our second year in AIM, I asked if he could be my thesis advisor. He asked if I was sure. I told him, “Yes sir. I want pain.” And pain he gave. He lambasted my first thesis drafts like there was no tomorrow. He criticized my papers for being illogical

and presumptive. The words hurt, but underneath them were invaluable lessons. The lessons were not about how to write a better thesis, but how to think better, how to be more thoughtful and strategic. My next drafts were much better. Edmo praised the paper and told my classmates to read it. He was effusive in appreciation if you deserved it. He gave my final paper an “Excellent” grade and included me in the “Dean’s List” for that final trimester in AIM.

Throughout our two-year AIM stint, my classmates and I would regularly seek Edmo’s guidance and opinions. We would chat with him informally after class hours at AIM’s Zen Garden. Until now, my classmates and I reminisce about the lessons we learned from Edmo. Whenever I meet people who graduated from AIM, the conversation almost always becomes about him. No wonder he was voted one of the top three AIM professors of all time!

In 2011, Edmo invited me to be a teaching associate at the Master in Entrepreneurship (M.E.) Program at the Ateneo Graduate School of Business (AGSB). He had brought to AGBS the original M.E. program he designed in AIM in the late 1990s. He and the other M.E. “Gurus” were looking for new people to help them teach the program. Around that time, I was working in our family business, which is into importing, distributing and marketing consumer goods from Europe, USA and Asia. I was also a part-time lecturer

in marketing at Ateneo De Manila University.

A year later, Edmo asked me to join Bayan Academy where I assumed a few responsibilities – teaching micro entrepreneurs, executives and educators. I also served as consultant, helping Bayan Academy’s heads and staff in strategy and marketing.

Reconnecting and working with Edmo, both in AGSB and Bayan Academy, allowed me to learn from him again, but this time in even deeper and more expansive ways. Between AGSB and Bayan Academy, I had to design and teach various learning programs and interventions under his tutelage — from livelihood programs for impoverished communities to graduate courses for corporate executives. Throughout these endeavors, I would regularly meet with Edmo in various places – the faculty lounge in AGSB, his office at Bayan Academy, various restaurants, or at his house. I would pick his brain relentlessly about different topics, not just our classes and courses.

From the time between 2011 and February 2020 (the time of writing this book), Edmo invited me to co-author a book with him, challenged me to write my own book on Creativity and Innovation, and inspired me to form my own brand and innovation strategy firm. He promoted me to Associate Guru in the M.E. program, invited me to Bayan Academy’s Board of Trustees (to lower the board’s average age, he teased)

and appointed me President of SEARCH, one of Bayan Academy's subsidiaries.

Although I have evolved since our early days in AIM, one thing that hasn't changed is my thirst to learn from Edmo. In our informal and formal meetings and conversations, I make sure to take down notes, and to commit his thoughts and advice to memory. I would post some of these "quotables quotes" on social media for others to see and learn from as well.

Towards the end of 2019, I decided to formally interview Edmo to ask him his thoughts about a variety of topics. I also asked some of his former students, mentees and colleagues for additional questions. I tried to ask questions that I feel will be relevant to people beyond Edmo's network and sphere of influence. His thoughts on entrepreneurship, management, leadership, excellence, spirituality and self-mastery will surely enlighten even those who have never met him.

My wish is that whoever will read this book will also be inspired by Edmo to strive for greatness.

Aaron A. Palileo

February 7, 2020

CIA BOOTLEG MANILA & MAGIS 2020

— GREATER TOGETHER —

This book is published by my own company, CIA Bootleg Manila, a brand and innovation strategy firm which I started along with my partners Paolo Abella and Jay Amante. The company began in 2013 as Bootleg Innovation Design. In 2019, we partnered with Creative Intelligence Associates, Japan's oldest brand consultancy firm, which was founded in 1984. As CIA Bootleg, we offer two core services— brand strategizing and management education. But as a group, we never felt that we had to confine ourselves to certain parameters. We always knew that we would eventually evolve and venture out into different fields that called to us. Today, it appears to be the field of publishing.

In a lot of ways, this book embodies the values of CIA Bootleg Manila. One of our missions is to educate and guide people and organizations to become creative and innovative. Edmo touches on these principles throughout the book. Edmo has been and continues to be a profound influence on what and how we do things in CIA Bootleg Manila, as you will see from the lessons he shares in the pages that follow.

Towards the end of 2019, the core members of Ateneo High School Batch 1995 (aka “AHS 95”) approached

us at CIA Bootleg Manila to join the planning for the upcoming 2020 Ateneo Grand Alumni Homecoming to be hosted by the batch (we three CIA Bootleg founders — and our other not-so-silent partner, Atty. Chico Diaz — are from AHS 95.) Our batch officers, particularly president Jaba Natividad and vice-president Jonji Castañeda, appointed us as brand and creative heads for the homecoming.

Applying our own brand strategizing process, we developed the theme and ethos of the homecoming, **“MAGIS 2020: Greater Together.”** We were inspired by the Jesuit principle, “Magis,” a Latin word that means “more” or “greater.” Former Ateneo president Fr. Bienvenido Nebres, S.J. said “that the person who tries to follow the “Magis” is not just a person who works harder and harder and harder. But he is a person who is willing to serve others and accept the pain and suffering that comes with serving others.”

MAGIS 2020 aims to serve the Ateneans of yesterday, today and tomorrow. It also hopes to speak to other kindred spirits: today’s parents, employees and teachers. MAGIS 2020 promises to be a guide and a platform for all Ateneans to live up to their commitment towards greatness.

The overall mission of MAGIS 2020 is to inspire the Ateneo community (and our kindred spirits) to aspire for greatness; and in doing so, inspire greatness in others.

In order to activate and bring MAGIS 2020 to life, we developed programs to ensure collaboration and inclusivity across various Ateneo batches. Although we have programs featuring exemplary members of AHS 95, we also sought collaborations with “great” Ateneans from other batches to truly embody the “Greater Together” mantra.

Dr. Eduardo A. Morato, Jr., is Magis personified. He has dedicated over forty years of his life to public service and education. He has written over fifty books, designed hundreds of classes and courses, advised and mentored thousands of entrepreneurs and executives. He has led academic institutions, major corporations, government agencies, non-profits and social enterprises. In 2018, his own Ateneo batch (grade school ‘60, high school ‘64, college ‘68) awarded him “The Most Outstanding Alumnus” of the last fifty years.

This book is a guide on how to pursue a life of Magis from someone who has made Magis his life journey; after all, Dr. Morato’s personal mantra is ***“To reach your highest potential, make yourself obsolete every day.”***

- A.P.

ON ENTREPRENEURSHIP

AARON: How do you define an entrepreneur?

EDMO: Entrepreneurs are innovators. They elevate the productivity of their companies, their process, their products and most importantly, their people. They introduce technological, product and social innovations. Some even change the paradigms of their entire industry! This is in stark contrast to business owners who just buy and sell products or services. Some of these business owners even behave like supervisors, focusing on overseeing and micromanaging their people. Entrepreneurs should focus on leading and growing their enterprises and people.

Entrepreneurs go where other people fear to tread. Entrepreneurs focus on the big moves, the hard strategies.

I myself go for the hard, difficult strategies.

AARON: Why?

EDMO: Because the harder strategy is difficult to copy. And when no one can copy you, then you have less competition. Also, the harder the strategy, the more you have to raise the competencies of your company and your people. You have to

raise your people's competencies!

AARON: More than any M.E. or management lesson, what are the main things any entrepreneur should master?¹

EDMO: Number one is critical thinking. If they don't have the ability to think critically, then they cannot test their intuition, which they often use to come up with new products and services. They can easily come up with new marketing gimmicks, new enterprises, but oftentimes, 99 out of 100, these have not been validated. The whole purpose of the M.E. is to make them very good thinkers because they tend to jump into doing things. And that's not just a major fault of entrepreneurs. That's a major fault of everybody. But most entrepreneurs, because they are highly creative, innovative people, they tend to do more jumping into new things rather than the ordinary man or woman on the street.

So, they need to be more critical.

I found out that critical thinking is so difficult for most people. It's dawning more and more to me that critical thinking is not easy. And that's why I treat the M.E., when I teach, with a lot of seriousness. I've just finished an interview series with Jay.² It's going to come out as a book.

When he was starting as a professor, he was trying to position himself as the “fun professor.” And he told me, “*You know,*

1 The “M.E.” or the Master in Entrepreneurship Program is the graduate course Edmo designed when he was still teaching at the Asian Institute of Management in the late 1990s. The program ran there until it was moved to the Ateneo Graduate School of Business in 2009.

2 Professor Jay Bernardo is one of Edmo's partners in the ACE Center for Entrepreneurship and his fellow guru at the M.E. program.

in contrast, you are the terror and serious professor.” And yet he realized that, looking back, that’s what entrepreneurs really need – seriousness. The M.E. students are not lacking in fun. They’re not lacking in adventure. They’re certainly lacking in serious critical thinking.

And what that means to me is essentially this – you have to discover the factor, or the few factors, that have the highest impact on the outcome that you want. If you cannot pinpoint that, there’s no point being creative because your creativity is lost on peripheral factors. It doesn’t make your strategy effective. So, to me, one without the other does not fly.

AARON: You just wasted your creativity.

EDMO: Yes. And a lot of that really happens.

But it’s not so easy to find out which among the many factors really have the most impact, unless you begin to deep dive further into the causal relationships of many things. It’s about being evidence-based. Because people tend to jump – *“that because of this, that is the result,”* when in fact, their conclusions are usually not true and not very scientific.

AARON: So, what’s your go-to approach in identifying these critical factors?

EDMO: For me, you have to isolate the variable. And isolating the variable, the one that has the most impact? That’s difficult by itself. Because people tend to make claims that *“this variable is the one that produced that,”* but in fact, most of the time, their

logic is flawed.

AARON: So, how do you isolate these variables?

EDMO: Ah, I'll give you an example. There was this cadet engineer from RAMCAR, a lady, and she was trying to critique their warehouse's receiving process.³ The warehouse, in order to discipline the suppliers, gave them a window for coming in, and what time, what place, what day, and exactly where they would park. You know, trying to be efficient, effective and economical. But, in spite of all of these efforts, they just have a 71% compliance.

So, in terms of critical thinking, I can only do it if I start asking them questions. I asked, *"So now you want your performance indicators to increase with compliance. Your performance indicator is to reduce overtime. But, what's the ultimate outcome?"*

Asking that question is part of my process. You have to define the ultimate outcome to define the critical variable. So, the ultimate outcome, I said, is *"for the battery plant to receive all the materials on time, otherwise production will not proceed. If that is the ultimate outcome, what if the suppliers know that RAMCAR will receive their goods no matter what time they bring it, because RAMCAR needs them like hell?"*

I asked her, *"So, what will happen if they come late? What will you do? Will you receive the supplies or will you say, 'Ah, you didn't come to your designated window, therefore I won't receive you?'"*

³ RAMCAR Group of Companies is the country's leading manufacturer of car batteries. RAMCAR also owns KFC, Mister Donut and Tokyo Tokyo, among others. Edmo has been a Board Advisor and consultant at RAMCAR since 2009.

AARON: No matter how late they are.

EDMO: *"What will you do?" I asked. "I will accept it, sir," she replied. Then, I began putting her in a corner that she had to start rethinking her assumptions and strategies. "So, what's important? First and foremost, delivery of the quality supply to the customer. But the other important thing is the cost, which comes from the overtime. The overtime was because of the non-compliance since the suppliers come at different times."*

I asked, *"Why do they come at different times?"* So, we have another line of questioning. *"Did you probe why they come at different times?"* I saw that they have a total of 65 suppliers, 49 are regular. The 16 non-regular suppliers come in and out of the blue - no assigned time slot, no dedicated window. So, I asked her, *"Why do they do that? Who authorized these non-regular suppliers?"* She answered, *"It's the Procurement Department."*

AARON: But sir, when you were asking her these questions, you yourself didn't know the answer?

EDMO: No, I didn't.

AARON: You were just really asking.

EDMO: I was asking because I had to deep dive. Because in critical thinking, you have to ask questions. And the questions must be pointed. Remember, first, go to the outcome, the outcome you really want. And then go to the real cause. It's just those two!

But the real cause, I said, *“Wow, the non-compliance is very high. So, these are recalcitrant, stubborn suppliers and here you are, a big, big company and you cannot make them follow.”*

So, I asked another question. I said, *“If you were SM, and one supplier did not deliver, what will you do?”* just to put her in another setting. *“I will not accept,”* she said.

So, why will RAMCAR accept and SM will not? She replied, *“Because there are many competing products in SM’s shelves, and therefore, if I don’t accept him, someone else will take over and he will lose. So, he has more to lose than me.”*

I said, *“Ah! So, therefore, at the end of the day, here you are, trying to make your warehouse efficient, but there are bigger goals to think about. And you don’t exactly rule the roost because you have such a specialized product and the chemicals and the parts might be specialized and you don’t have the luxury of saying no to them.”*

Then I said, *“Okay, anyway, let’s jump to your strategies.”*

All of her strategies were about improving signages, parking areas. I said, ***“Aren’t your strategies now all irrelevant? Because if the trucks don’t even come at the appointed time and date, why will they follow the signs, when they’re not even there to begin with?”*** All her strategies were indeed irrelevant.

AARON: I remember how you used to do that to us back in AIM; you would ask a question or point out something that would make all our planned ideas and strategies irrelevant!

EDMO: Yes! Then I said, *“So, let’s go back to one of your answers. You said that it was the procurement department who brought in these sixteen non-regular suppliers. Doesn’t that give you an insight?”*

She thought about it and said, *“Yes, sir. My problem is not the warehouse department. It’s the procurement. It’s the procurement department that is destroying my life! And yet, we have no control over procurement.”*

I then asked, *“So, shouldn’t you liaise and harmonize with procurement before you start doing all of these?”* So, we got to the root cause which was procurement destroying the strict protocols and procedures of the warehouse department.

I added, *“In fact, if procurement was strict, do you think that the warehouse will have an easy time?”* She said, *“Yes sir.”* I said, *“So, there you go. So, what’s the solution?”*

She answered, *“Sir, work with procurement.”*

AARON: Far from her original project!

EDMO: Again, just those two – what is the outcome to the customer and what are the implications and cost to you. You must deep dive into those two.

Actually, all of these are according to motivation, which boils down to psychology. I probe into the motivation – *“Why are people not complying?”* If you cannot understand these things, you will fail regardless of whatever solution you conceptualize.

Most of the time, we remain at the shallow perspective, when in fact, we're not drilling down to the basic motivation of why people comply and do not comply or why people will do things or not.

So, that's a specific example. But I can now make it general. Really, I can abstract it, as that example applies to any thinking process. One, you don't have the end in mind. Two, you're not figuring the consequence to yourself. And the consequence to yourself may involve cost, reputation, everything else.

Oftentimes, people don't look at these things in a systemic manner. They tend to have tunnel vision, a silo mentality. They think they can solve problems just by their lonesome self. Many things in business are not that way. Many. They're never silo issues.

For example, *"Oh, the machine in the factory broke down."* Even that, you can't say is just a problem of the factory. No. It's also the problem of procurement. They did not scan for the best machinery. So, everything in business, everything in enterprise, anything in any organization is a complex matter because, if you look at organizational modalities, they're always organized according to silo functions. And it's always the process management that should orchestrate these silos. And yet, most companies are weak in that – the process of integrating the system, of seeing how one part of the system affects the other. **And that's the second thing that entrepreneurs should master – systemic thinking.**

AARON: Critical thinking, is breaking down.

EDMO: Yes. Systemic thinking is looking at the whole because they might actually give answers to one another.

Finally, if you got the two down pat, that's when you become creative and innovative. Sometimes, the solution is so funnily simple. You don't have to...

AARON: You don't need to ideate anymore.

EDMO: No need! I always tell my students, if you do your situation analysis, which are the external and internal analyses ("E.A." and "I.A."), if you do those very well, then the solution will come like a ripened fruit that falls naturally to the ground.⁴ **And that's the third skill entrepreneurs need – Creativity.**

AARON: I always tell our students, if you do your E.A. and I.A. well, your strategizing becomes superfluous. There's no need for it; it's as if the ideas will start materializing out of thin air.

EDMO: Like that RAMCAR story, the strategy was simple – *"work with procurement."*

But again, regardless of the student's context – whether they are corporate, entrepreneurs, social entrepreneurs, that's a common fault of most of them. These are the common issues, the common problems – lack of critical thinking and lack of systemic thinking. So, their creative thinking is not anchored on the those two.

⁴ External analysis focuses on the forces and factors outside an organization (e.g., market trends, competitor activities, reseller practices) in order to identify relevant opportunities and threats. Internal analysis focuses on the organization itself, critiquing the firm's performance and strategies to find its strengths, competencies, weaknesses and vulnerabilities.

Here is where my style of teaching comes in. Systemic thinking and critical thinking are serious stuff. They can't be done on a fun basis. Okay, creative thinking, that's fun. And I'm all for that.

But, first things first. To me, if I cannot discipline the student into the right mold, the right approach of thinking, then I cannot bring them to Kingdom Come. I cannot bring them to that Eureka moment.

And my greatest happiness is when the students arrive at that Eureka moment because they used the process very well, by themselves, and they're able to discover something for themselves. And that to me, says, *"Okay, you got it."*

AARON: But shouldn't these interventions be introduced earlier? Not just in the graduate school or in their corporate lives? How do you complement the inadequacies of traditional education in instilling critical and systemic thinking?

EDMO: The real problem there is you have to build critical thinking into the school system.

AARON: Yes, exactly!

EDMO: And that's why the 21st Century skills are there. Critical thinking and creative thinking are integrated there. People skills too. And I think everybody recognized that traditional education is not there.

It's funny that they're calling it "21st Century skills." Hey, for

crying out loud, those are 1st Century skills. I mean, they're calling these 21st Century skills - people skills, creativity, critical thinking? Are they joking? Those are 1st Century or even B.C. skills!

ON THE EVOLUTION OF THE MASTER IN ENTREPRENEURSHIP PROGRAM

AARON: Decades after you first designed the M.E. program, how has your understanding and appreciation of entrepreneurship evolved?

EDMO: In the first place, when I designed it, since my design was premised on interviewing 150 entrepreneurs all over Asia, I was really research-based. So, I didn't make a mistake in the design. It was exactly —

AARON: — what they wanted.

EDMO: It was exactly what they wanted. And there was an innovation there which popped out while I was interviewing them. I realized and said to myself, *“These entrepreneurs have self-mastery and confidence. They're masters of their own fate. And therefore, they're masters of their own fortune. And **that's** key to entrepreneurship.”*

Nowadays, most of our students are children of owners who do not have self-mastery yet. And that's really the most difficult M.E. student. Those who put up their own businesses, those who strived, those who struggled, it takes self-mastery to get there because entrepreneurship is not easy. It requires you to

know about all these multiple functional areas of management, to see the whole, to see the parts, manage people, manage finances, manage operations. So, it's not an easy matter.

AARON: More so since the people you first interviewed when you were designing the course, those 150 Asian entrepreneurs, they were all self-taught entrepreneurs.

EDMO: Oh, yeah.

AARON: So, they had to exhibit self-mastery.

EDMO: And to my mind, I saw the big transformation. Even when I wrote the book "From Hard Knocks to Professional Entrepreneurship," it validated that the M.E. program was correctly designed. The performance indicators were correct, etcetera, etcetera. But because there's a revenue demand to make the program sustainable, we have to make sure the program makes money, you begin accepting students that are not...do not really have all of that self-mastery yet. So, we have to also adopt the role of transforming those students, which is fine. But that's why the failure rate of the M.E. is the highest. A lot of students drop out because...

AARON: they lack in self-mastery...

EDMO: Really, it's the self-mastery. But, if there's any learning, if we have the luxury of choosing them well, it would be an even greater program. But then, you know, those are the realities of the game. You really have to accept the good with the bad and the ugly.

And now, what's coming in, and Jay (Bernardo) is most probably correct, the "new testament" is coming in – digital, the cyberworld, artificial intelligence. It's gonna change the world of entrepreneurs in the next five to ten years. And the M.E., I already know, has to be tweaked because of that. So, Jay and I are already experimenting on new programs for entrepreneurs.

AARON: Now, we also have our MSEDEV program.⁵ What is the difference between entrepreneurs who lead traditional businesses and those who head social enterprises?

EDMO: A lot of our faculty love teaching the MESEDEV students because these students come to class prepared. They study their lessons and read their cases. They are highly participative in class and are very engaged.

And yet, these people are doing what they're doing knowing they won't get rich.

But they work much harder than anyone. They really work to serve others.

The M.E. students on the other hand, a lot of them don't even read their cases and don't study as hard. Our faculty has to do a lot of song and dance just to engage them!

And my insight is that maybe, the purpose of serving others is much more engaging and motivating than the purpose of money.

⁵ The MESEDEV or Master in Entrepreneurship program in Social Enterprise Development Track, was designed by Edmo as a way to elevate the skills and competencies of real-world social entrepreneurs. The program was launched in 2015 and is housed under Ateneo Graduate School of Business.

ON COLLABORATIONS & COMPETITION

AARON: I wanted to ask about competition. What do you teach your students about dealing with competition? How do competitors play a role?

EDMO: My competitors?

AARON: Yes.

EDMO: I've never thought in those terms.

AARON: Exactly. I know that. But when you would design programs, would what competitors be doing play a role?

EDMO: I'm coming from the development world. My passion was, has always been, public service. Technically, I only spent a short time in the corporate world – from 1968 to 1970. Then I went to study in AIM, then I went to the Department of Agriculture, World Bank, back to AIM to teach, went to government, AIM again then started serving the foundations. I was never really immersed in the competitive world of corporations.

And, in a sense, it was ingrained in me, that I belong to a world of collaboration.

If you talk to NGOs, they're always trying to collaborate with one another. The language there is so different. Sometimes, I catch my people at Bayan Academy using the term "competition". I tell them, "*They're not your competitors. They're your collaborators.*" In other words, they're in the same mission, so don't look at them as competitors.

Even in microfinance, I don't look at other microfinance companies as my competition. I said before, "*Yeah, but the microfinance that you're talking about are lenders and collectors. They're sophisticated loan sharks. What I'm trying to craft is a microenterprise development foundation.*"

I even gave the intellectual capital to the other microfinance institutions ("MFIs"), saying, "*Please join me in perpetuating microenterprise development rather than just lending and collecting.*" Since then, we have already taught 17 trainers of other MFIs, transferring our technology of teaching grassroots enterprises. If I look at them as competitors, I would not share our technology. But I look at them as collaborators in democratizing entrepreneurship.

AARON: I guess that's the question I was trying to articulate – what can your student entrepreneurs and executives learn from that? Do you think it's applicable? When in the corporate world it's "*You're my competitors, these are my strengths vis-à-vis your weaknesses...*"

EDMO: You know, this reminds me of when Michael Porter wrote the "Theory of National Competitive Advantage of Industries." It was not about competition. It was about

collaboration. If you think about it...

AARON: His Diamond Model?

EDMO: The Diamond Model! If you look at the model, it's about businesses growing with one another. By clustering themselves, what happens? They copy each other's technology. And I was fascinated, not by his Five Forces Model, which is a more competition-driven model. In fact, if you look at that model, the more monopolistic you are, the better; you have strong bargaining power against suppliers, against buyers. You're a monopoly. You are like the PLDT of old. Control over supply, control over demand, no competition.

That was the end goal – annihilate competition. But look what happened to them!

And then suddenly, Porter goes into this huge international research and that Diamond Model contradicts the first one, if you think about it. Because what he discovers is that these people doing tiles in Italy, printing presses in Germany, automobiles in Japan...

AARON: They were collaborating.

EDMO: Yes! And the reason why they were so successful is because they were, maybe not consciously collaborating, but in fact, they were learning from one another. And Italy, which had bad clay, suddenly develops the most sophisticated kiln which can convert bad clay into the best tiles in the world. How great is that? The Japanese come up with the car-to-car complementation scheme, making the parts interchangeable. How great is that? That's why with the Japanese cars, maintenance is easier.

And so, if you look at it, if you just read that second model of Porter, hey, it's not about competition.

Then, my other proof of that is when I began studying these clusters for my doctoral dissertation. I studied shoemaking, jewelry in Meycauayan, tourism in Mactan, furniture in Pampanga. You would see, for example, in the jewelry sector, they're very entrepreneurial because when the original owners' children were growing up, they grew up in the world of jewelry and the entire value chain is there. There's a gold refining plant, there are jewelers, the whole value chain.

And then, I noticed the same in Banawe. I'd go there and I'd sit there in one little shop. One time, I was buying a rack for my Rav4. Although they didn't have one on display, I asked, *"Do you have a rack?"* They said, *"Yes, sir,"* and told me to sit and wait while they got it. Soon, I started buying and buying. I must have bought P200,000 worth of products, which at that time, was a big amount for accessories.

They just kept giving to me what they didn't show. So finally, I said to them, *"So, where have you been getting these?"* They were getting from the other stores! Obviously, they were collaborating. The store owners had an understanding, *"If you have a customer and he's looking for something that you didn't have, I'll supply you; but of course, we share in the profits. Just make that customer sit and buy."*

AARON: No fighting, no competition.

EDMO: Isn't that what businesses can learn from one another?

So, my 5C's framework of clustering, converging, capacitating, communitizing, chaining – came up from that insightful process.

And that was very interesting because some professors used to teach, *“Kill the competition!”* I said, ***“Wow! That’s the worst thing you can ever do. Create competition so you’ll become better.”***

So, for example, I’m writing a book on entrepreneurship, I have to have the best entrepreneurship book. The “competition” pushes you to be better.

AARON: But what if an inferior competitor wants to collaborate with you?

EDMO: I’ll just help them. Help them improve. Like what I said about the other MFIs - I helped them.

You know, I also saw that in furniture, from the Bituin family who owns Betis Furniture in Pampanga. They have this furniture factory and I saw them training other furniture makers in Pampanga. I asked mister Bituin why they were doing that. And he said, *“Because we want to enrich Pampanga.”* And you could see because of that, they were prospering.

Because when you’re the one teaching, you always have to be one step ahead of the others.

That’s why I always think, *“Once I’ve published a new book, it’s already obsolete, that means I have to create something new.”* For

example, the 2nd Edition of my book on social entrepreneurship must be better than the first. And it must be more current and more relevant. The others are already obsolete. So, where do you go?

It's really a different perspective in life. If you think of the competition as an enemy, you lose. So, I don't mind people telling me, "*I used your framework*". I don't care if they're photocopying the copyright. It's ok. It doesn't matter to me.

EDMO

ON SEEING POTENTIAL IN PEOPLE

AARON: How do you spot and identify potential in people? You've been very successful in identifying potential. For example, your story about Juan De La Cruz (name changed), you said his boss didn't like him before. And yet you saw something that the boss didn't see. And now Juan has reached the highest levels in their company and the said boss respects him so much now. I'm sure his boss is also sharp and intelligent. But what did you see that his boss failed to see?

EDMO: Well, there are two ways of seeing. You have to gauge somebody in a meaningful conversation about a topic that has some profundity. You know, not a trivial topic. And see to what extent that profundity has set in. To me, the trivial, surface-level people won't go far. But when people start to think things in a profound, sacred way, then that's one telltale mark. And, in these discussions, values are revealed, more than anything else.

The second way of seeing, to me, is a gift. And I've told this to many students before, *"I have the ability to read hearts – who has a good heart and who has a distrustful heart."*

AARON: How do you that?

EDMO: Well, as you know, even as a kid, I was already predicting and doing fortune telling. That’s my intuitive sense.

I’ll give you an example – Lito Domingo.⁶ Once, after AIM, I saw him in the golf course. I told him, *“Lito, you should join me in AIM as my HR manager.”* This was after he graduated from his MBA in AIM. I didn’t really get to know him when he was still my student. After AIM, I would see him on the golf course though.

And the reason why I got attracted to Lito as a potential HR practitioner was because he was talking to generals, caddies, waiters in equal measure. I felt that this person knows how to deal with the highest and the lowest in equal measure. And to me, such a person must be good of heart.

So, I gave him a proposition that surprised him because remember, this was AIM. He was just a student in AIM, and he was used to dealing with the professors as a student. And suddenly, he was going to be the HR head of AIM. Of course, he was flabbergasted. He said, *“Sir, I don’t really know anything about HR. I never had a job in HR.”*

But my intuition turned out to be correct. Look at him now (referring to the success Lito has since enjoyed as a prominent HR practitioner and consultant.)

So, those are the two ways I sense people’s potential – having meaningful conversations and the intuitive sense.

⁶ Professor Lito Domingo is one of the Associate Gurus in the ACE Center for Entrepreneurship and has been working with Edmo in various teaching and consulting endeavors for the last 20 years.

AARON: But sir, operationally, you won't be able to have that moment with every student. You won't be able to have a meaningful conversation with everyone.

EDMO: No. But there are telltale marks. For example, with you, even at the start of your MBA, it was a little sentence you said – *“I'd rather make films than be in the MBA.”* Okay, to me, *“Oops. This guy is different. Most MBAs will not say that. So, this is a different person.”*

AARON: You can glean so much from that snippet of information?

EDMO: Those are telltale marks. But you need to look for them. Another example was your former classmate Jason Vitangcol. Although he was not doing well in the MBA, I knew he was a good person. His heart is good. That was easy to read.

So, I went out of my way to move Jason from the MBA into the M.E. because I realized that program suited him better. I did not go out of my way for all the others. And, in fact, I had to fight the faculty because he was not doing well in the MBA. He failed the technical subjects. So, the other faculty members were asking, *“Why should we give him a second chance?”* But I fought for him and that's where he really blossomed.

From talking to him, you would realize that, *“This person is good, but he's in the wrong place as he's not the AIM MBA type.”*

EDMO

ON MBAS, THE RIGHT BRAIN & DREAM INTERPRETATIONS

AARON: Knowing what you know now, if you were to redesign the MBA back then, not redesign it now, what would you have changed?

EDMO: Ahhh...the thing that the MBA lacked the most was the right brain. Truly lacking. When I came in as dean, in many of those electives I brought in, I really was quite purposeful in bringing the whole brain concept to the MBA.

AARON: Why? What made you do that?

EDMO: Because, essentially...well, as a child, I was a wide reader. So, literature interested me very much. I was a lover of philosophy, humanities, literature. And frankly, the MBA was an accident for me. It was really an accident because I was with the musical group, Ambivalent Crowd, practicing for a show in Padre Faura. Someone there said that there would be an entrance exam for AIM's MBA program. Before then, I never wanted to take an MBA as I wanted to pursue a PhD in economics.

AARON: So you really liked economics! (Edmo graduated with a degree in Economics from Ateneo de Manila University.)

EDMO: Yes. Because I wanted to be in public service. I really wanted to be of service to the nation. Even as a child, that's

what I wanted. So, the MBA was going to be a diversion. But, anyway, I took the test, and I got number one in the test. So, they offered me the national scholarship. And I had to take it.

I said to myself, *“I wonder, why this? Is this serendipity?”* And I’m very glad I chose that path because the methodology of AIM, which is the case method, fit exactly into my DNA. Why? Remember, I’m a fond reader of books. When I was in grade school, I would read one book a night. And the AIM cases were actually stories that you analyze, that you dissect. You look into the future; you look at the present and ask what might happen? And I could easily get into the case’s main character, asking myself, *“Why is this CEO acting this way?”* I’d go there, into the behavioral parts, not just the numbers. Because that’s how you find meaning from things, to go beyond the numbers and move into the narrative, the stories behind the numbers.

So, as I read, I was reading a case like a novel. I would get very, very interested and easily absorb the case in one reading. I would come up with the analysis in one reading. Which to my classmates, it would take them up to 2 a.m. Me at 10 o’clock, I would go, *“Okay, let’s play poker, gin rummy! Let’s drink!”*

That’s what I meant when I said that AIM’s methodology fit into my DNA.

When I was in grade school, I used to read all those “Hardy Boys” detective books. And I realized that, *“Hey, these MBA case studies are like detective stories! I’m gonna be a detective like the Hardy Boys. I’m gonna crack this case.”* So, my motivation was not, *“I’m gonna solve it so I can say something in class and*

*get a high grade.” No, my motivation was – “I’m gonna **crack** it like a detective case.” And true enough, in class, I’d recite for 20 minutes straight, cracking the case. The teacher wouldn’t know how to proceed because I would give the answer.*

One time, I was speaking for 40 minutes, the teacher couldn’t stop me because everything I was saying was right on the spot.

So sometimes, when the teacher was sick, they’d be, “*Ed, you take over the class.*” That’s why the “High Distinction” award was kinda... I was not running for a high distinction, but it just came.

AARON: What was your thesis about?

EDMO: On wooden furniture. Only because our family was into wood. And we worked with plywood, lumber...

AARON: And who was your thesis adviser?

EDMO: Professor Jun Bernardo, who was very, very left brained about it.⁷ That’s why I picked Bernardo because I wanted to discipline myself in statistics and operations. I took up “Manufacturing Policy and Strategy” under him. So, I had to complement my bent for the right side, with the bent in the left side. And Bernardo was the right person because he was the opposite of my character. Even his board work, was very clean. So, he was the opposite of me.

AARON: True, your board would be sparse, sometimes it just had one word. Sometimes you wouldn’t even write anything

⁷ Professor Jun Bernardo is a Professor Emeritus and one of the founding professors of AIM. He is the father of Jay Bernardo.

on the board! You guys were the polar opposites in board work.

EDMO: We were, we were. And he always had the right answer in his mind. As for me, I want the answer to come from the students. I don't even know what the right answer is.

AARON: Is that true?

EDMO: Because I don't... when I teach, I don't study the cases as many times as when I was a student. And the reason for that is that I might fall in love with my own solution and I wouldn't listen to the students anymore.

AARON: But how would you know which answer from the student is good?

EDMO: I'm very fast anyway. So, when they're talking, five points from different students and I would know which one is correct.

AARON: So, it's an openness to something new, right? You just know, intuitively.

EDMO: Actually, you know my style, right? One guy first, then another, then another, right?

AARON: Oh my God, I know.⁸

EDMO: Right?

AARON: Yep.

⁸ In class, Edmo would cold call one student after another, interrupt them midway into their recitation, and maybe even lambaste them if he didn't like their answers.

EDMO: Those were random. Random! Because you'd never know. I'm not gonna call the guy who raised his hand.

I would be looking for random thoughts and ideas. Because in a case discussion, you first unfold the different points of view then you begin to weave them into a tapestry.

AARON: Honestly, we noticed some teachers back then had the exact same approach and talking points, even the line of questioning for our section and the other class.

EDMO: Ah, I know that. I had a style for that, if I knew the section would pick up on the other class's discussion, especially if it were two classes one after the other. The students from the next section would ask the students in the first class what transpired in class. That's when I would take a completely opposite perspective such that the discussions in the first class became irrelevant. So, the questions that I ask are different. For example, let's say I discussed the case from the point of view of the general manager in the first class; then suddenly I'll ask in the second class, "So, why is the HR Director acting that way?" It discombobulates them because it's a different direction altogether.

And that's why I always say you can actually tackle a case in many ways. That's what I say whenever I give training on the case method. There's actually one case I would use as part of the training and I'll say, "We will tackle this case in eight different ways just to show you that a case does not have one answer."

But most professors, because they have a teaching note from Harvard, they don't change. And I think that the learning

becomes restricted. It's as if there's only one right answer even if there's no such thing. And that's what I like about cases, because they are "overdetermined," which is a term I got from Jeremy Taylor in his dream interpretation book. He said, "*Dreams are overdetermined*," which means to say they can be interpreted in many different ways.

AARON: Speaking of dream interpretation. My wife, when she was taking her M.A. in Psychology, one of the approaches they learned in dream interpretation was that you would recount your dream several times over, taking on the perspective of every character in the dream. And that includes the objects, not just the people. You tell the story from their perspectives.

EDMO: Okay, that's one, but the other approach is to interpret this dream from a purely Freudian perspective.

AARON: Hmmm. I remember that.⁹

EDMO: Interpret this from a Jungian perspective, from a Taylor perspective, from an (Alfred) Adler perspective. And all of them are actually correct interpretations.

AARON: You had another process. You had to share your dream with a group and then everyone would say, "*If I had this dream, this is how I would interpret it...*"

EDMO: Which is also a different perspective altogether. As for the different interpretations, you're supposed to... the dreamer will resonate with one or two of the interpretations

⁹ In our AIM elective called "Creativity and Intuition for Entrepreneurs," which Edmo designed, he taught us how to use our personal dreams as possible sources of creative ideas.

and that instant resonance is actually the intuition part; the instant resonance.

AARON: There's an instantaneous gut feel.

EDMO: The type that you suddenly get goosebumps. That's instant resonance. Instant resonance is a sign that you've gotten the intuition correctly and accurately. Because it's digging deep into your emotional memory, your amygdala.

AARON: Ah, that's true. In other words, it is hardwired directly into your amygdala.

EDMO: Yes. The method of Jeremy Taylor, and this is why his is my favorite method in dream interpretation; he doesn't give prescriptive interpretations based on archetypes or libidinal assumptions. He doesn't have restrictions. And that's why I think it's the most effective. I've read all of these dream interpretation books...

AARON: What was Freud's approach?

EDMO: Libidinal. Everything has to do with the ego, superego, sex is the big driver.

AARON: Jung? Archetypes?

EDMO: Archetypes.

EDMO: As for Alfred Adler, a dream is just a vestige of the memories of the day and the recent days and they're just recurring in a different setting and they're just playing out...

AARON: It's as if your brain files and fixes...

EDMO: Yes, the clutter.

AARON: And Jeremy Taylor?

EDMO: With Jeremy Taylor, he connects it to what you and I always refer to, the primal motivations. The motivations in the brain's amygdala. And to me, I found it very effective for emotional bonding among people because once you start sharing your dream with others, you're sharing your deepest personality.

AARON: I'm not sure if you'd remember this, but one time after I already graduated and we saw each other, I asked you to interpret a recurring dream I was having at that time. I told you, *"I keep dreaming about being back in school, whether it was Ateneo High or Ateneo College or AIM..."* It kept recurring and I asked you, *"What do these dreams mean? Do I want go back to school and study again?"* You said, *"No. That's a Peter Pan dream. Since you're getting married soon, you're holding on to the last moments of your bachelorhood!"* I realized that was correct.

EDMO: Wishing you were a boy again, hahaha.

(Edmo's laugh tapers off...)

By the way, interpreting dreams actually helped me to become more sensitive to people.

AARON: How so?

EDMO: Because when you get to their innermost emotions, and I know that you cannot understand a person until you get to his primary motivations, you become more sensitive to them.

ED MO

ON DEALING WITH THE POWERS THAT BE

AARON: When did you join the Marcos government and how was that like?

EDMO: That was 1979, I was about 32. I was hired at the Technology Research Center to hold two positions: Managing Director for Technology Ventures and Development and Managing Director for Finance & Admin. That's a lot of power. Because in the government, when you are heading Admin, you hold the purse strings, you hold everything.

Technology Venture was supposedly set-up to turn around the entire TRC because they were reliant on the government budget. My mandate, from my Director General, was to turn the entire TRC around and to make sure we were self-sufficient. In order to do that, I had to write proposals to the World Bank, OECF (Oversees Economic Cooperation Fund) in Japan, the national government and DOST, among others, for funds, so that we could provide loans and services. And all those efforts indeed turned the TRC around, such that we didn't need a single centavo of government money anymore.

There was one incident there when a prominent family gave us computers. Well, Imelda thought they gave them. But there

was no paperwork at all, so Imelda said, “*thank you.*” There were no documents, no papers...

AARON: No invoice.

EDMO: None. So, it was...

AARON: Gratis?

EDMO: What was I to think? That it was gratis et amore! But then one of the family members came to me. At that time, they were going through hard times and he asked my help if we could pay for the computers. I asked for the papers and he said there were none. So, I said “*Ok, let’s prepare an agreement.*” It was worth P2,000,000 which, at that time, 1979, was a lot of money.

So, what I did was I borrowed from DBP so I could pay the family. We paid DBP that loan later, of course. Anyway, after the man got paid, he offered me a bribe, a Chrysler Grand Cherokee. I said no.

Then I was transferred to HSDC (Human Settlements Development Corporation). When I joined, I said to my Director-General, “*You know, you’re gonna have a problem with me. I’m super straight. I’m gonna raise all this money and we’re gonna dispense loans. The problem is, I’ll do it as professionally as possible.*”

There were attempts of bribe here and there. So I insulated myself in the sense that I had four people signing before me, executive assistant and all.

So, I got to know Imelda Marcos, the first lady. She eventually made me head of sixteen corporations. And I think the reason

for that was probably because she knew I was not corrupt.

I actually had the audacity to ask her, *“Ma’am, where do you get your money?”*

She probably thought, *“This audacious little boy has the nerve to ask!”* That’s when she told me, *“Oh, I get it from my commissions brokering the sale of oil. That’s why I would go to Libya and to this and that place...”*

I replied, *“Ah, okay. Now I understand why you travel to these countries. You are the broker.”* She said, *“You know, Ed, I don’t shit in my own backyard.”*

I remember another time; we were giving loans in TRC and there was a Blue Lady who was borrowing money.

AARON: What’s a “Blue Lady,” sir?

EDMO: “Blue Ladies” were Imelda’s ladies. In campaigns, the people helping her were called “Blue Ladies.” So, that Blue Lady was borrowing, for some business or whatever. I said, *“Madam, no. She doesn’t have the capacity to pay.”* As simple as that.

One other time, Imelda sent a note that said, *“Ed, could you consider giving Mr. So and So of whatever a loan?”* He has a shop, a printing company or something and he was asking for money. After checking, I wrote her back, *“But Madam, he’s bankrupt. We shouldn’t lend to him.”* That was the end of it. She would not say, *“But, Ed...”* Nothing. No consequence on me, whatsoever.

I guess these people would ask for her endorsement and they

would assume that just because they had a letter from Imelda, I would just give in. But I found out later, when the president and the first lady “ordered” something, you could choose to comply or not. Many complied, thinking it was an order. I would write a letter and that was the end of it. So, the other Human Settlements executives were wondering, “*Why are you so brash like that?*”

But she listened to me. When I said “*no*,” it was no.

To my mind, being in government was really a test of my character. But I was able to work there and do so much without compromising my values.

AARON: When did you go back to AIM?

EDMO: In 1986; because remember that’s when the Marcoses were overthrown. But when I returned to AIM, some were like, “*Hey! He’s a Marcos boy! Why accept him back into AIM?*”

It was a good thing that in 1978, before I went to Human Settlements, Benjie Palma-Gil and I, we went to Gasty Ortigas, who was our teacher in AIM.¹⁰ By the way, it was a totally different experience with Gasty as with him, it was mostly the NGO world. So, we were in AIM and I got exposed to the NGO world through Gasty Ortigas. It was in 1975, the first time I entered in AIM as a teacher when I became close to him.

Anyway, before entering government, Benjie and I went to

¹⁰ Gaston “Gasty” Ortigas was Edmo’s former teacher and colleague in AIM. Gasty also served as the dean of AIM from 1986 to 1990 and was involved in various social organizations. Upon his death, Ateneo De Manila University instituted the Gaston Z. Ortigas Peace Institute in his honor.

Gasty and I told him, *“Benjie is going to the lion’s den,”* which was Ferdinand Marcos, as he was going to the PNB; *“I’m going to the lioness’ den,”* which was madam. I continued, *“But of course, we will be there as your conscience. Will you allow us?”* Gasty said, *“Yes, okay. Go inside. Go inside the dens.”*

Gasty also came back to AIM in 1986, on April 1. We were both back and he told me that a lot of people were questioning him why I was coming back to AIM as I worked for the Marcoses. And he was the one who said, *“But I allowed him to work in government.”* And then he became dean, so I had a protector.

But to me, did I do good work for the Human Settlements and did I serve people? Yes. Did I engage in corruption? No. Did I tolerate corruption in my people? No.

Okay. I’m not saying that everybody was clean as a whistle because when the Marcoses left, all of them left, except me. I was the one left here. They just called me on the phone and said they were all leaving. I said, *“Bye. Good luck, wherever you’re going.”* I guess they also knew and thought that *“This guy’s gonna be safe and doesn’t need to run away.”*

Actually, some members of the Aquino administration were asking me to stay. But I didn’t want to linger and people would say, *“He’s a turncoat.”* I didn’t want that kind of label. I was like, *“Let me move on.”* If I had held on, they would mistrust me. So I said *“no.”*

When your time is up, your time is up. You have to learn how to let go and move on.

EDMO

OF VISIONARIES & MISSIONARIES

AARON: So, you directly worked with First Lady Imelda Marcos. How was she different from President Ferdinand Marcos?

EDMO: I really didn't get to know him. But to me, she was the visionary. Slightly crazy, but a visionary. Like the vision of the Philippines as the "Health Center of Asia"? That came from her. The Center of Arts and Culture? It came from her. So, she was a far larger visionary than President Marcos. He was more into concepts like "*Makabayan*" (Patriotism) but there were no specific implementation programs. With Imelda, things were concrete.

AARON: Ferdinand's were motherhood statements?

EDMO: Yes, while Imelda was concrete. Okay, Ferdinand had "Bagong Lipunan" (New Society,) but then what? You're not even changing the culture of the Philippines! But with Imelda, "*Okay, I want to be the Health Center of Asia.*" More concrete. And she was actually putting up the Heart Center, Lung Center and Kidney Center. Apparently the next two would have been for Stem Cell and Cancer.

AARON: Even then?

EDMO: Yes, even at that time. Dr. Sam Bernal told me much, much later when he became my doctor, "*Do you know I was the*

one that did the feasibility study for Imelda?”

AARON: Stem cell? Wow, at that time?

EDMO: Stem cell! From the scientist / discoverer of pluripotent stem cells himself! At that time, he even thought that it would take longer. It actually took 15 years to develop, but he thought it was gonna take 30 years. But Imelda said, “*Go ahead.*”

Actually, Singapore just copied the strategy of the arts, culture, health and all of that... education... the University of Life concept. All of that came from Imelda.

That’s the difference between the president and the first lady. The president was cerebral but couldn’t translate his ideas to action. His catchphrases, “Bagong Lipunan” and “Makabayan,” were generic. I always say that the neocortex, the cerebral mind may be able to arrive at strategies.

However, it is the emotional limbic brain or the “heart” that makes strategies come to life, that puts things into action. Meaning cannot just stay in the rational mind. Meaning always involves the emotional mind. It is the emotional brain that makes you move because it is what puts value in what you want to do.

Another lesson there is that strategies have to be different; they should be clear, tangible and should take a stand. Imelda wanted the country to be the health center of Asia. That was clear, that was different and that was tangible. The president’s strategies were generic. Okay, he built a lot of infrastructure. But any despot can do that!

EDMO

ON THE ART OF MANAGEMENT

In one class, a student-entrepreneur asked Edmo if management was an art or a science. This was his reply:

EDMO: I'm thankful management is not a science. Because if it is, then everyone will do it the same way. Science is predictable. In management, all the variables are different and they always change. That's why it's an art. That's why innovation can come from anywhere.

So you have to work at it as an artist. You can always learn the tools of management. What you do with the tools is the art of management.

The secret of management is the art of creation. All these so-called tools of management – HR, marketing, operations, finance – can be learned. But never mistake management for science.

You are all artists. You're here to create your own enterprises.

ON BEING INDEPENDENT

AARON: Who have influenced you? Who are your greatest influences?

EDMO: You know, there's no one person that has influenced me. For the life of me, none. I'd like to be able to give an answer, like most everybody else. But none. And the root of that is, even when I was young, I already decided to be independent. When I was young, I meant, five or six years old, ok? And I've told you this story before. So, our family was one of first households to get a TV set here in the Philippines. It was 1953, I remember. I was six years old and I told you the story that...

AARON: Cowboys and Indians?

EDMO: Yes! I immediately empathized with the Indians more than the Cowboys. My sense told me it was the Cowboys who were taking over the land.

AARON: It was pure sensing, right? You didn't have prior knowledge of the history?

EDMO: Pure sensing.

And even then, I was determined to be very, very independent

of my parents, of the family clan, to chart my own future. So, in a way, there was a deliberate attempt not to be influenced by my parents, nor my family. When people would ask me then what I wanted to be when I grew up, my answer was, ***“I want to grow up to be me! I want to be my best self.”***

I went to St. Joseph College for pre-school and the Ateneo after and I did not get influenced by any of my teachers all the way to high school and college. I don't remember anyone really impacting me.

The reason for this is, I think, my mental construct has always been that I'm gonna get the enlightenment...I'm gonna get the answer – enlightenment might be too big a word – I'm going to get the answer without anyone's help. I'm gonna get to it, I'm gonna learn it.

I'm going to find it, but I'll find it in my own individual way.

That independence has been very, very strong. So, I take people's advice with a grain of salt. I might call some of them my mentors, but not really. I'll listen to their advice and then think to myself, *“Hold on. Does this pass muster in my own value system, my own principles?”* I'll always process what people are telling me according to my values and principles.

My sisters would say that I never asked anything from my parents. Nothing. My clothes would already be tattered, my shoes worn out. And I wouldn't complain. It would be our nanny who would tell my parents that I needed new stuff. The reason for that was I wanted to take care of myself. I'd tell the houseboy, *“Let's buy some rugby and let's fix my shoes, so that I would not be beholden to my father.”*

And, in a way, my independence made me turn into the world of books, which introduced a different world for me. It was a much more colorful and richer world.

AARON: What were your favorite books?

EDMO: Many. I read different stuff. But certain things put me on a trip, like archaeology books. Strangely, archaeology attracted me. I loved studying ancient cultures – why they did what they did, and their belief systems, why did they believe in certain ways, what influenced those belief systems.

Then, of course, I would read, in the next breath, the Hardy Boys series or some other detective series.

In high school science, for example, when everybody was trying to figure out a science book to report on, oh, they'll get books on electricity or making volcanoes. I took the book most unlikely to be read by anybody else.

AARON: Which was?

EDMO: A book on honey bees.

AARON: Why honey bees?

EDMO: Because it was different from what everybody else was choosing. And it was science. And I began to be mesmerized by how the bees found pollen, nectar, how they would direct other bees to it, to go back to the hive, they have certain dances.

All these excited me that my paper got an A plus plus plus! I

guess my American physics teacher was so flabbergasted as to why I would choose that topic. I even made drawings on my report. It was just supposed to be a three-page paper, so I made the type small so I could say a lot of things. And if you read the three pages, it taught you everything about bees. In three pages, the essential things. So, my teacher was very happy. In other words, I didn't let the teacher tell me what to write about.

I chose my preferences and that's the way I've led my life. Even the MBA, I had to figure it out. Okay, so, this is a digression, but is it a better path? And my intuition told me, "*Maybe.*"

AARON: "Maybe?" So, you were not 100% sure.

EDMO: Yes, it was still a "maybe." Because I originally considered taking an M.A. in Economics in Ateneo. But my intuition told me maybe I should consider AIM. It was intuition why I chose the Ateneo for elementary. I didn't know about Ateneo, San Beda or La Salle when I was a boy. I was coming from a boys and girls' school. We had to all shift to a boys' school. I just told my father I wanted to go to the school with the blue eagle. He asked, "Why?" I just said, "I love blue eagles." And of course, I found out later, it was the best school for me. But where did that come from? I don't know. Because my father was a Letranite and my cousins were all from San Beda. I found out later it was because they couldn't pass in Ateneo.

AARON: Going back to being independent. Is this why you avoid being swayed by management fads? Some people, professors, consultants, get enamored with the latest trends and buzzwords – from Blue Ocean Strategy, Business Model Canvass, Design Thinking, etc. There's too much noise. But

you've never been swayed by such trends.

EDMO: To me, deep inside, if I have to latch on to other people's ideas, then I'm not being true to myself. To me, uh...in fact, I once asked an older professor back in AIM, *"How long have you been teaching business policy?"* I was really that frank with him. *"30 years,"* he said. I told him, *"For the first 16 years, you were teaching Michael Porter. Now, you are teaching this other guy. You know, you're a professor. You must profess something."*

AARON: What did he say?

EDMO: *"But I thought I was just a technician that will render all of these concepts into great teaching in the classroom."* I told him *"No!"* And then I went on this diatribe about what a real professor is, which is, it came from the word "to profess something." So, to my mind, the reason I don't get swayed is because I'm searching for what I should profess...always. I'm always asking myself, "What will I profess?"

AARON: Although that's the balancing act. Because it's not as if you're closedminded. You use and integrate so many things whenever we teach.

EDMO: Yes, of course. You still use what's out there but if you're not creating and adding original content, then what are you? What are you if you don't contribute anything new?

AARON: Why are you like that though?

EDMO: The desire to be independent, to be my own person? Where that came from, I don't know. I don't know how to explain it.

ED MO

ON HIS FOES AND THE ORIGINS OF HIS PERSONAL MANTRA

AARON: Ok, so you have no major influences. How about your biggest foes? Who were they? And what did you learn from them?

EDMO: When I was pushing new ideas in AIM, my foes would be some of the old, original professors of AIM, even the Board. If you look at these people, they represent an old culture and they were not accepting of new things. Not that they were personal enemies. No, they were not. They were, in a way, philosophical and intellectual foes. Because we would drink together and discuss things. But my biggest battles were with those people.

AARON: So, what did you learn from them?

EDMO: What I learned from them is that there are people truly resistant to change. Because to me, change is so easy. When I see a new thing, when I get an insight, I would always ask, *“Why can’t people see it my way?”* And what I learned from them is they’re really protecting what they have learned all of their lives. So, it’s really what John Naisbitt called “educated incapacity,” which is that you become so educated, you become so knowledgeable, you are no longer willing to accept what is new.

And that's why in the M.E., my constant admonition is to make themselves obsolete. That's where it was coming from.

AARON: Ah, that's when you came up with the mantra, *"To reach your highest potential, you have to make yourself obsolete every day."*

EDMO: Yes, it was because of that...

AARON: Around that time?

EDMO: Around that time! Exactly because of the resistance to change.

AARON: I guess, when you said they were protecting what they've learned their whole lives, it could also mean that they had a strong sense of self in the things they learned?

EDMO: Yes! And I also found out that they came from the same culture. They were all products of Harvard, Columbia, Stanford. So they were in a culture that was a bit arrogant – *"Because we studied in the States, we should know better. And we are older so we should know better."* That's really an old mentality.

And so, in a way, I've developed that antipathy towards highly authoritarian people. Usually, authoritarian people will stick to a principle, no matter what. And they'll say, *"You follow me, or else."* I completely reject such people. Not authoritative mind you, authoritarian.

To me, people like that, like some of my male grade school teachers in Ateneo, not so much the women; even my father and

some Jesuits, once they showed me this authoritarian approach, I completely shut them off. That's why I shut off my father. He used to say, "*You cannot discuss with your children.*" But if you cannot discuss with your children, their future for example, then you're not playing your role as a father. To my mind, that was very clear. It was the same with some of my teachers – those who were very didactic, those who were very dogmatic.

It was only when I came to, I think, 4th year high school, when I had an American Jesuit teacher, Fr. Edward Salmon, who was teaching English literature, when I had an open teacher. I think the American way was more liberal. And then, in 1st year college, I got Fr. Del Tufo. Then, came Fr. Berhar. So, suddenly, I came across people who were not dogmatic, who were not authoritarians. And that's why, I think that led me to achieving cum laude. I found faculty who were liberating – the philosophy faculty, literature faculty...

AARON: However, you graduated cum laude. Wasn't that based on your performance in all your subjects throughout all those years?

EDMO: Ah, yeah. But those were enough to...

AARON: ... pull up your grades?

EDMO: No, not pull up my grades. They were enough to make me blossom. They were enough to water me...and feed me. Because before that, high school and everything, until 4th year high school, I *really* resisted the Ateneo education.

AARON: But you were in the honors section!

EDMO: No, really. In fact, my Grade 7 teacher issued a statement to the high school that I shouldn't be accepted in the honors section in high school because I was one of his most stupid students. Can you imagine?

So, when I started reaping honors, of course, I vindicated myself. Even my classmates and some of my best friends, didn't know I was really very bright. They didn't know because I never showed off. Because I was resisting. It was really a resistance against the faculty. Except the physics faculty who gave us license to read any science book. They were Americans and their education philosophy was more liberal. That was the first time I got an American Jesuit. Filipino Jesuits were a little bit more dogmatic.

So, wow! Suddenly, I found educators who were liberating. They fertilized me and they watered me and by the time I graduated from college, I was president of the Economics Society, I was in the Ateneo Glee Club, I was the editor of The Guidon (the school newspaper). I was into so many things you'd think I was an extrovert.

I was also managing campaigns. I made Ernie Garilao win as student council president. So, I was suddenly the "king maker." When there were economics tests, I was the go-to person for helping my classmates study. In fact, at that time, economics was the most difficult course in Ateneo. There was a terror professor who came from Cornell. He assigned us 31 difficult economics books with calculus and everything. And he said, *"For your final exam, I'll ask you anything from the 31 books."* Jesus Christ!

AARON: 31 books?!

EDMO: It was like a PhD!

So, there were three of us – me, Titong Tanjuatco and Ed Fajardo. We divided the work. We had to read all the 31 books and teach our classmates.

Soon my classmates started to seek me to teach them. Because they would say, *“You can simplify what the teachers are teaching.”* So that’s when I discovered I had a teacher’s potential. And the reason being, I could understand these concepts and simplify them for others, which the teachers could not do very effectively.

And that continued all the way to AIM. I would tell my classmates, *“Ok, by ten p.m., I’ll be done studying. At one o’clock, for those who are done reading, I’ll run a class session in our case room, and we will have a mock discussion.”*

AARON: You really did that?

EDMO: Yes. At one o’clock.

And then, the next batch, the class of 1973, those guys started asking me to teach them. That’s when I realized *“Hey, I didn’t know I could teach well.”*

And I think it’s the ability to simplify what is otherwise a difficult concept, confusing at times, muddled at others and getting to the essence of what it’s supposed to teach.

ED MO

ON GOING BIG

AARON: My experience with our clients at CIA Bootleg is, we always aspire for the best for our clients, we give them the best ideas we can ever think of, hoping that they will come up with better products, etc. But only 30% of our clients will get emboldened by the big ideas and implement them. The other 70% will focus on and implement the easy ideas.

EDMO: Low-hanging fruit mentality. I told you before, I don't look for easy strategies.

Just like when I made a study on the entire banking system in the 1990s.¹¹ I knew it was bad and it was hurting businesses. At that time, T-bill rates were 40% blah-blah-blah. And it was a cartel. So, you understand it and then conclude that the next move was to destroy it and come up with a system where interest rates would come down. That was the step that was more creative and took a lot of courage.

Leadership has a cost. So, in a way, that talent to cross the boundaries to a field that is fraught with mines – how come my mind constantly wants to do it?

¹¹ In 1990, Edmo wrote a newspaper article that criticized local Philippine banks for their high lending rates which topped at 40%.

I lost all my consultancies. Imagine, you're fighting the entire banking system? But I kept telling them, "*But I'm fighting for the business community.*" It was the business community that was hurting, and they were not seeing it. They were too blind to see that. I said, "*If interest rates were at 5%, 10%, who would prosper? The businesses, the economy! Why can't you see it?*"

So you can synthesize the situation. But hold on, how can you totally disrupt it?

AARON: Does that boil down to what you said before, self-motivation?

EDMO: Yes, yes, yes.

Again, there's a cost to leadership. There's a cost to having all of that chutzpah. That willingness to take that course, to me, is not just a function of the mind, but a function of the heart. It's a function of the heart. So, if you'd ask me "*What is your greatest talent?*" really, it's that ability to leap into the heart.

AARON: Leap into the heart.

EDMO: That's where it becomes difficult.

(long pause)

Because, there, when you leap into the heart, like, "*Why are you fighting the banks? I want the Philippine economy to thrive.*" Nobody understood that. People asked, "*Why are you sacrificing yourself?*" It was because I wanted the Philippine economy to thrive!

To me, the answer was so simple and easy.

You know, recently, someone told me, *“Ed, now I understand why you were going against the banks then. I didn’t understand it at that time. But now, looking back, you were right.”*

Then he said, *“Ed, you’re really ahead of your time.”* But you know, I don’t agree. **I’m perfect for my time.** You need people like me to unmask these things!

ON EMOTIONAL INTELLIGENCE & SELF-MOTIVATION

AARON: I know you would consider yourself more of an introvert than an extrovert.

EDMO: Oh, very.

EDMO: My extraversion was learned.

AARON: Just because you're an introvert, it doesn't mean you cannot be sensitive and empathetic, right?

EDMO: Well, in fact, what made me sensitive was my constant reading about so many things, about so many lives, and so many people, that it became a vicarious people experience. You know what I'm trying to say? I'm using the left brain, which is quadrant A, and yet, with quadrant A, once you read many of these stories, adventures, you begin to have a vicarious experience of people.¹²

And because of that, when you actually come face-to-face with people, it is not dissimilar from the many stories that you have read. So, you use your cognitive faculties to develop your emotional faculties. And that, to me, is legitimate. You

¹² In Ned Herrmann's Whole Brain framework, "Quadrant A" refers to the neocortex part of the brain's left hemisphere. Quadrant A thinking is associated with critical and analytical thinking.

don't have to dive into the emotional right away. You can use the cognitive approach, but you have to do it effectively.

AARON: That's true. Your point, I guess, is that you don't need to be an extrovert to be empathetic, right? I myself am an introvert. But for me, my route to empathy would be asking myself, *"What if it happened to me?"*

EDMO: You know, Daniel Goleman doesn't put too much emphasis on extroversion versus introversion.¹³ Because when it comes to emotional intelligence, there's understanding the self, managing the self, understanding others, which is extroversion, and managing others. However, his third element, which is self-motivation, is the most important.

Motivation means you have the ability to drive yourself towards your most cherished goal.

And it's that drive that will make you surpass whatever introversion or extroversion hurdles you might have to jump over. **So, to me, I have an inner drive to be an independent person, to be my own person, to be a man for others and to do public service.** Then I have to learn how to teach, I have to learn how to do public service. I have to learn to deal with people. I can easily do all of that because of that inner motivation.

AARON: That makes a lot of sense. My own motivation is *"Okay, I want to help people become more creative."* But it doesn't mean I have to be buddy-buddy with everyone. I remember you told me

¹³ Daniel Goleman was a Harvard professor and is one of the leading proponents of Emotional Intelligence (EQ). In his 1995 book of the same name, he proposed the five essential elements of EQ: Emotional self-awareness, Self-regulation, Motivation, Empathy and Social Skills.

before, when we had to teach Company A (which was infamous for its tyrannical business practices). I told you, *“Sir, we have to teach them? But I don’t like them!”* You said, *“You don’t need to like your audience. You don’t have to like who you’re teaching.”*

EDMO: But, but you must have the capacity to put yourself in their shoes.

AARON: Yes.

EDMO: That’s important. Because they may be coming from a different world. You must be able to put yourself in that capacity.

AARON: I think I’ve reconciled it anyway. I guess my realization in the Company A situation was that I still had to teach their people. It doesn’t mean that they shared the same values as their bosses.

EDMO: And you’ll find out that most of them don’t.

AARON: How come some people, entrepreneurs, students are more self-motivated than others? Again, I’m coming from my lamentation that some clients balk at the bigger, more groundbreaking strategies just because they are harder to implement.

EDMO: You know, there are times when it just hits the person and they change overnight. I had a student who, I would later find out would wake up at eleven, he would go to the office to sign checks and then proceeded home.

So, one day in class, we had a case. And you know me,

sometimes, I wouldn't discuss the case at all. And for some reason, I called him and asked, "*What kind of a leader are you?*" He couldn't answer. He was, I think, probing, "*What kind of leader am I?*" But apparently, he wasn't a good leader at all.

AARON: You knew that and that's why you asked him?

EDMO: No, I didn't. I found out later. I was really, honestly probing, "*What kind of a leader are you? Can you explain to me?*" He was struggling to answer, because apparently, he was not much of a leader.

Anyway, that was that. But when he graduated, I met his parents and they were thanking me and saying, "*You know, my son transformed. He comes to office at 7 and he's there at the docks.*" So, a drastic transformation. The father was telling me his son was a slacker, waking up late, not really asserting himself. So what triggered it? I think it was a self-reflection that you cannot be just like that, you know? I mean, if you wanna take over your father's business and all of that, you have to be a leader. You have to lead. You just cannot follow, you just cannot...

AARON: But that was self-initiated.

EDMO: But I think even the "self-initiated," something has to trigger it.

AARON: How have you deliberately done that, choosing a certain student who needs to be triggered?

EDMO: Well, for example, like John Francia, I really make

him think bigger.¹⁴ I think when people do not really see their potential, they're underestimating or underselling themselves. They just don't have the vision to see themselves bigger than they are. And when I see that in people with potential, I really drive that home. I drill it in their heads.

I think we sometimes have barriers. Sometimes, there's initiative but there are barriers that self-motivation does not rise above. And when that's the case, your image of yourself remains small. Gina Lopez used to say, *"If you think you're small, you will be small."* A lot of people think small. So when I see potential in people and they are thinking small, I have to help them get rid of that baggage. And sometimes you have to do it with tough love. You really have to tell them. Sometimes it's harsh, really harsh, but you have to make them see, to open their eyes and make them realize that you have to become bigger than you are.

Now, some people, are at the other extreme. They're so confident, bordering on arrogance, but cannot achieve anything! To me, that false self-motivation. All talk.

And I think what makes the difference is, it might sound corny, but whether you hold life as a sacred trust or not. Because if you hold life as a sacred trust, that you've been entrusted with this life and you have to do something about it, in a more altruistic sense, you know, thinking beyond yourself, then you can crack those barriers, you can remove those barriers.

¹⁴ John Francia is the Executive Director of SEARCH, Bayan Academy's subsidiary that focuses on grassroots action research and consultancy projects. He also co-founded Woven, a social enterprise that produces and markets bags and cases with local weaving communities.

ON WHAT KEEPS HIM ALIVE

EDMO: You know, a classmate sent me a video about a very massive longitudinal research on what makes people live longer. Number three was food and number four was exercise. Numbers one and two were far and away out there. Number one was having a very strong support group, which I have, from my friends from Ateneo up to now, some of them from the Ambivalent Crowd. Jun Alvendia, my best friend, from grade school up to now, Ernie Garilao, Leo Rialp, we were friends in grade school up to now. Very, very strong male bonding.

All of my soulmates are women – Sylvia Ordoñez, Ruth Calanta, Sister Josefina. When I say soulmates, we have the same mission in life, the same orientation in life. Somehow, they're all women. Then, of course, my siblings. My doctors would say, *"Every time you're sick, the whole barangay, The Morato Barangay, is here."* I think my support group has been very, very strong. Apparently, that's the number one factor. No wonder I didn't die sooner, haha.

Number two is how much you interact with people. And my interactions with people as a teacher, as a leader in a foundation, with my household help, my drivers...it's not the

quantity, but the quality of your interaction.

I thought to myself, “*Oh, those two kept me alive.*”

Because, really, I have very strong support groups. In fact, right now, I have more money than before. But before, I was just coming from government, I had no money. And every time I'd get sick, three of my best friends would offer to pay for the entire bill. In fact, one time, I needed to undergo surgery, but I didn't have the money. Oh, they put up a fund right away, which I later gave back to them as I accumulated my own wealth. That kind of support group, you don't just find.

ON HIS HEALTH & EMPATHY

AARON: What have you learned from all your health bouts?

EDMO: Ill health makes you vulnerable and fragile. And because you're vulnerable and fragile, you become more sensitive. Not just to others, but you become more sensitive to life itself and what it can offer. And, because of that, every bout of sickness, once I get over it, I ask myself, ***"What more can I do that will advance and celebrate life?"***

Because it's so vulnerable, so fragile, you never know when it will end. So, in a way, each bout gives me a sense of urgency. I plunge into some new undertaking.

Because of the sensitivity also, I become more and more people-oriented and become more of a mentor to my people. Because I'm hastening to transfer, to clone myself into them. And so, I'm harder on them. But they don't seem to see the importance of it.

As a whole, I look at life with optimism and positivity. I've even taken myself out of the chat groups that have negativity. Those with political discussions, religious discussions, I am out of those groups - all diehard fans of Cory and PNoy. And they're closed, they're quite closed. The other group I was in,

those with former Ateneo classmates, some were frivolous. They're still talking about sex jokes and all of that, as if they are still 17. I've shut myself out to that as well.

So, now I'm just in the chat groups with clear agendas - we'll only announce social events here, we'll not discuss politics or religion. And these groups are for bonding only. No hard stuff.

Because, to my mind, negativity destroys the spirit. The way I see it, the more they become negative, the more they become closed to possibilities and the more they don't want to try to understand. Like the issue about Duterte. I tell them, *"Shouldn't you wonder why he has an 82% acceptance rating in spite of all of these drug killings that have been emblazoned on the newspapers, being attacked by so many columnists, attacked by the UN? Have you ever wondered why?"* I told them, *"Because you don't know the Filipino psyche."*

It's because if you go to their homes, their community, in the resettlement areas, the squatter area, the ordinary, poor areas, you'll learn that their biggest fear is the drug addict. It's their biggest fear because the addicts are the one who commit the crimes in their communities. So, when the addicts were disposed of, that to them was...

AARON: Their lives became better, safer.

EDMO: Yes!

AARON: In other words, it's not about judging, but it's about understanding it from their perspective. You need to take a pause and ask, *"Why does he matter to them?"*

EDMO: Yes! Because their tendency is to say, “*Ah, these stupid Filipino voters!*” That’s their attitude. Hey, you’re in the Philippines. You have to swallow what the Philippine electorate will give you. And to me, they’re not stupid. They know where their values lie. So, when I say, “*Have you ever wondered why?*”, it’s because if you haven’t found the answer, then you really don’t understand the situation. Once you close your mind, it’s over.

And to my mind, when I talk to people, regardless of who it is, a client, a student, whoever, I first imagine the best motivation they have. When somebody offers me a deal, before I go to the negative, I interpret things from a good motivation.

Of course, unless my intuition tells me, “*Don’t deal with this guy.*”

But that aside, it’s that understanding that if you give that person the benefit of the doubt that they’re coming with the best motivation, then you have more understanding in talking to them. But if you start with the worst motivation, it’s your loss. Because you’re no longer willing to listen. As a rule in life, I try to practice that, “*Where is this person coming from?*” Again, unless my intuition tells me, “*Do not deal with that person!*” That’s different.

AARON: Of course, that’s the first hurdle the person needs to pass - your intuition.

EDMO: Yes. And I think it’s allowed me to be open and be fairer in my judgments, in a way, wiser. Remember, to me, wisdom is an important part of “*Learning to Be.*” And wisdom is hard to come by.

ED MO

ON STEWARDSHIP & COMPASSION

EDMO: You know, when I'm leading any organization, stewardship comes before compassion. Because if you are perceived as unfair, unjust, playing favorites by the organization, then you've lost all credibility. And when I do show compassion, or mercy, I have to tell everybody why that particular incident is an exception, why it will never happen again.

However, I have a completely different approach when it comes to my family – compassion before stewardship.

Because there, you're giving unconditional love. When it comes to my siblings, I give more to those who have less. In fact, when I gave scholarships to four of my nephews and nieces, one of my sisters analyzed it for me – *“You probably gave Miguel a scholarship because he will be the one to take care of his mother and his female siblings. You gave it to Maisa because her parents have their own worlds. You gave it to John Paul because he's the only hope of his parents. And you gave it to my son because he's the only one who can take care of me in my old age, not the other two.”*

I said, *“There you have it.”* I chose my nephews and nieces. Of course, they stayed with me and they're closer to me. But that was my prerogative as an uncle. I could choose. But the other

part of it, I knew they're the ones who could help their parents and their siblings more than the others. So that was conscious.

AARON: Again, back to your previous point that the emotional faculty can be guided by the logical faculty.

EDMO: Yes. For example, Miguel, when he was in high school, he was a bad boy. The guidance counselor told the mother that he must have a male role model and living with his mother was not gonna help him. He was gonna be more tempestuous and temperamental and hard to manage. So, I told him to live with me. Suddenly, he had a transformation. Total transformation. Because suddenly, he had a role model who was an uncle, not a father, not a mother. He almost graduated magna cum laude. I told him, *"Don't worry about the magna, because in the long span of life, you need to relate to people more because your chosen career is in Hotel and Restaurant Management."* So, he was the only one hired by Shangri La Hotel among so many candidates. And now, he's a director, earns a lot of money. So, he's taking care of his mom's debts and he's a provider. So, my intuition was correct all along.

AARON: Knowing all of these, what's your take on parenthood?

EDMO: If everybody will try to be more like an uncle and aunt, rather than a father and mother, children will grow better. Why? Because the uncle does not try to stifle. The uncle will still discipline, will still show the way. You know, the old Chinese way. The father sends the son to train with the uncle, not with him because the son and the father would just fight. The father is demanding so much from the son. The son begins to resist, or the son has a sense of entitlement.

ED MO

ON BEING REMEMBERED

AARON: Someone wanted me to ask you, “How do you want to be remembered?” Is that something that you think of?

EDMO: Not really (snickers).

AARON: But now, if you’re asked that?

EDMO: I haven’t really thought of that because it’s like asking people the externalities, when, in fact, to me, it’s about how I’ve become transcendent, how I’ve become this person.

But nobody really needs to know about it. Nobody needs to remember me. Remember, I told you once I wrote a poem to accompany a photo I took called “The Traveler.” And in that poem, I wrote, *“They will mourn for me briefly and quietly pass away.”* Something like that.

I do not want to dwell on that thing, really. If people remember something, fine. If not, it doesn’t change anything. Because at the end of the day, when I think about the afterlife, it’s not about how many people remember me.

However, it matters to me how many lives I’ve impacted.

Once you've impacted life, I mean, whether they...whether they thank you for it or not, I don't really care.

When people ask me for help, and I give it, that's a gift I give. And when I give, I don't expect anything in return.

And "remembrance" is something like that. You're expecting something in return for what you gave.

AARON: That's true.

EDMO: And so, if I don't expect anything in return, that's when pure love comes in. Because pure love does not expect an exchange, a return.

ON FUTURE PLANS

AARON: What are your future plans? If there are things you still want to achieve, what would those be?”

EDMO: At this point in my life, and I’m quite old, it actually has nothing to do with me. I just want the lives of my brothers and sisters, my nieces, my nephews, to be well. And I think that I’ve kept them together, in this house. You know, I paid for my father’s hospitalization and I saved this house two times from bank foreclosure. So, my parents thought I should own it. But I said, “No. What about my brothers and sisters?” I cannot bear that. And besides, I have no wife and kids, I’ll leave it to my siblings, anyway. So, I think I’ve accomplished it because I’ve kept them together. We’re a very happy family.

Another is furthering the work of the foundations. But that has built its own steam and to me, they’re going higher and higher and higher. I just keep pushing it and pushing it. To me, if these foundations will achieve the kind of recognition, prestige and socio-economic impact on society, then long-live that. So, those two - the organization and, of course, my family.

EDMO

ON BEING A MAN FOR OTHERS

EDMO: You know, when I was in college, I would always be Ernie Garilao's campaign manager and we never lost a college election.

AARON: You never wanted to be the student president?

EDMO: No, no, no. I was happy being a campaign manager. It was more exciting to me.

Speaking of which, I recently instigated my class to give Ernie Garilao a "Certificate of Honor." He's accomplished so much but he's so quiet about it. He's so understated. I told my batchmates, "Why did you give me and Willy Cruz 'The Most Outstanding Alumnus Awards?'"¹⁵

Of course, we accomplished a lot. Willy composed a lot of songs, won many awards. But I think they forgot Ernie Garilao who was Secretary of DAR, President of PBSP, Zuellig, and he won awards in Ateneo. He also won international awards from the Rockefellers. But they seemed to have missed his accomplishments and I couldn't accept that.

¹⁵ For the 2018 Grand Alumni Homecoming, Edmo and his friend, the song writer and music producer Willy Cruz were given the "Ateneo Alumni Association Homecoming Outstanding College Golden Jubilarians Awards"

So, I came up with a “Certificate of Honor.” I gathered my classmates and said, “We have to honor Ernie. He has accomplished so much.” My message to them was, *“I think you missed this one.”*

He’s a very good leader! To me, when I see that kind of injustice, I try to make it right. You have to give recognition where recognition is due. I told my classmates, *“I’ve been following the life of Ernie. After college, what was his first job? To be a teacher, to be a teacher in Jolo. I mean, that’s a road less traveled. After college, 1968, suddenly, you want to be a teacher in Jolo? Then, PBSP, which was an NGO. He rose from project officer all the way to the presidency. And, Secretary of DAR and all of that. How could you miss this?”*

AARON: Why do you think those people missed it?

EDMO: Because Ernie does not talk about it.

So, the award I had made said “Certificate of Honor to the True and Faithful Man for Others.” All of his life was dedicated to serving others. If Ateneo stands for being men for others, how could you have missed this, that his entire life was about service?

AARON: Truly a man for others.

EDMO: Sure, I got the award. Of course, I am thankful to my class, that chose me and Willy as we are not the usual awardees. The previous class chose Manny Pangilinan. Other classes usually choose businessmen. Our class really looked for people who were different. But hold on, they missed Ernie.

ON DEALING WITH THE LEFT AND THE GRASSROOTS

AARON: Sir, we have covered many things already. But, what should I have asked you?

EDMO: What should you have asked me? Nobody asks me, and maybe it's not interesting to them – *“what was the most exciting part of your life?”*

So, my legacy to the world is Bayan Academy. And really, that's where I put a lot of my heart and soul. But, the most exciting part of my life was my seven years in the Ministry of Human Settlements.

As I mentioned, I joined government in 1979. At around 1982, I became the general manager of the Human Settlements Development Corporation, an even bigger, more humongous corporation. It was during this time that Sylvia Muñoz-Ordoñez and I put up agri-business enterprises all over the country.¹⁶ We were visiting NPA-infested places to the point that I got accused of being a communist by Colonel Abadilla. They used to send military to our house to talk to our housemates and all of that.

But I enjoyed it because it was the first time we went into the

¹⁶ Sylvia Muñoz-Ordoñez has worked for government and non-government organizations since the 1970s. She consulted for the United Nations (UNIFEM and UNDP), was the commissioner of the National Commission on the Role of Filipino Women and is a co-founder of Center for Asia Pacific Women in Politics.

rural areas, the provinces, to NPA-infested areas. And we put up schools and agri-business establishments. If you think about it, these were the first social enterprises. We also set up an urban livelihood program, which was really the first micro finance program, even before the Grameen Bank. So, a lot of firsts!

So that was an exciting time. Because you're young, highly energetic, you think you're Superman and you can do everything. You can leap over buildings in one bounce. I could go to all of those places where angels feared to tread. Because Sylvia was allied with Boy Morales, I was given free passage to NPA areas.

People think that the left, the communists, are too extreme so one cannot work with them. But every ideology actually starts off with good intentions. It is when people assume that their ideology is "the only way" that things become problematic. They become dogmatic and recalcitrant.

You have to learn how to adapt what is good from various ideologies without being an ideologue yourself.

And what I learned from working with the left is to be people-centered.

Then in 1984, First Lady Imelda Marcos came to the office and transferred the management of sixteen corporations to me. So, suddenly, I was the president of sixteen corporations!

AARON: What were these?

EDMO: Bliss Development Corporation, National Housing Corporation...these were humongous...

AARON: All related to housing?

EDMO: Housing or livelihood. Then I set up the National Agri-Business Corporation. So I was in charge of the whole caboodle – from agriculture to housing.

AARON: 1984, so you were 37.

EDMO: Yes. That's when I got into entrepreneurship, because everything I did was new, something different, something innovative. I had the license to build, the license to develop, the license to...

AARON: You were creating...

EDMO: Creating left and right! We were innovating.

We would put up an agri-processing plant with the farmers and we would train them. Sylvia and I were so brazen as to put those things up. What did we know about tomato processing and all of those things? Nothing! So we would scramble to find experts here and there. It was really, very entrepreneurial. Never mind the risk, just full speed ahead. It was really a social enterprise. And we were going all over the country.

So, when I came back to AIM, I said, "*Why are we into rural development? Let's change it to Development Management, so it's a bigger scope.*" We put up the Center for Development Management in 1989. The first book and cases I wrote were about development. Did you notice that many of the cases you guys studied in AIM were from those experiences? Because it took a lot of effort to do those things, so I had to write cases on them. I had to translate

all my experiences into cases and courses.

That's another major lesson – you have to translate your unique experiences into insights and then take it further to the next level. I actually made cases and even a master's program based on those experiences.

(Long pause).

Oh, another reason why that was the exciting part of my life was because that was also the time when I became a campaign manager in charge of two districts in Pasay. This was the 1984 parliamentary election of the Batasan Pambansa, and we were helping Jolly Benitez win a seat. I was directly in charge of the districts which nobody wanted because the administration always lost there – Maricaban and Villamor.

There were 20 districts in Pasay and everybody took the first 18. I was left with Maricaban and Villamor Air Base. Our budget was P300,000 per area. But I didn't know that the others were asking for a lot, lot more because they were going to bribe the barangay captains.

I stuck to the budget but I really went down to the grassroots level. That was my strategy.

Maricaban was a dangerous slum area but we went there. They had two bosses there. The first was nicknamed "Toothpick," the kingpin who lorded over one half; the other half went to a queenpin nicknamed "Kapitana."

When I met with Toothpick, he told me, “Hoy, Tisoy. *Umalis ka na dito. Hindi ka namin kailangan dito. Wag ka na magkampanya dito.*”¹⁷

I told him that we were there to help. He challenged me instead, saying, “*Sige, magtutunggalian na lang tayo ng inuman. Pag natalo kita, wag na kayong babalik, ha. Wala ni isang mukha ninyo ang makikita rito. Pag nanalo ka, dadalhin ko ang buong kahalati ng Maricaban para sa inyo.*”¹⁸

I told him in Tagalog, “Sir, you were the one who challenged me. And from what I know, the rules of duels state that the person challenged will be the one to choose the weapon. So, I should choose our drink.”

He was doubtful and wanted to taste and try my choice first, which was J&B whisky, my favorite at that time. It was sweetish and mild, so you would keep drinking it until it suddenly it hits you. He tried it and said, “*Oh, this is weak, this is for girls!*” “*Then all the more your chance of winning is higher!*” I told him.

Then I said, in Tagalog “*In duels, there’s such a thing as a second,*” a “second-in-command” who would care for you if you were killed. He would pick you up and bury you. So, Toothpick and I chose our “seconds.” I chose Danny, my driver. We were to bring four bottles of J&B. But before that, I told him, “*Danny, let’s each drink one cup of olive oil so we won’t easily get drunk. That will make us win!*” I learned that trick from one of my uncles.

So, then we went to the drinking session, the “Gunfight at O.K. Coral!” So there we were in Maricaban, in the middle of the slum

17 In English: “Hey, get out of here, we don’t need you here. Don’t campaign here.”

18 In English: “Ok, I challenge you to a drinking duel. If you lose, don’t ever come back here; none of you will ever come back here. If you win, you have the votes of half of Maricaban.”

area. The duel started at eight at night. By eleven o'clock, Toothpick's "second" was down. By one o'clock, Toothpick himself went down! I told Danny, *"We won't leave until we finish all the bottles, ok?"* We actually went home at 6 in the morning. We were just drinking while the crowd looked on. Our foes were asleep the whole time.

After that, Toothpick said, *"You can now campaign in my territory. And I will show you around."* And he stuck to his word and really delivered. We got 65% of the votes, which was a landslide!

The second boss, Kapitana, the queenpin, also didn't like us! She said *"Kayong mga gobyerno, nangangako ng ganito, ng ganyan pero hanggang ngayon wala kaming tubig, wala kaming kuryente."*¹⁹

I told her that I couldn't do anything about the electricity, but I could do something about the water. She was skeptical but she promised to support us if we delivered.

At that time, one of my best friends, Roger, was in construction. I asked him, *"Roger, can I ask for a favor? Can you construct artesian wells? And, on a certain day, we will simultaneously pump up all of the wells until Maricaban is flooded with water!"*

When it finally happened, there was water everywhere. And that woman delivered 70% of the votes!

In Villamor Air Base, it was a more diverse crowd. So, we had to tailor-fit our strategies according to the various segments. Ahh...like segment marketing. The women there wanted an amateur singing contest. The gays wanted a Miss Gay Pasay

¹⁹ In English: *"You guys in government, all you do is promise things, but until now, we do not have water, we don't have electricity."*

beauty pageant. Others wanted a “fun run” marathon. We gave all of them what they wanted.

For the soldiers there, I had a different approach. I deployed people from my team to take care of each and every street at the camp. They were assigned to drink with the soldiers every day.

Come election time, I was monitoring the results and our areas went very well. We won by a landslide! I assumed all the other areas were like that. The night before the election, they gave me a box of money with I think, three million pesos to buy votes. I said, *“No, I don’t need this. Besides, Toothpick, Kapitana and the others promised me their support. I’ll see whether they will be true to their word. I will not buy votes.”*

So, I returned the money. I was the only one, evidently, who did that. Some even spent twenty million and they still lost. When I got to the voting center, the other area heads had sad faces because they all lost. Good thing our results overturned their losses and we won by 14,000 votes as Maricaban and Villamor had big populations. They were dumbfounded and asked, *“How did you do it with P300,000 for each site?”* But I did it! I did it the old-fashioned, down to the ground way.

So, the lessons there were immersing yourself down to the grassroots level, implementing different strategies per segment and going face-to-face with key people. I had to do all of that because I only had P300,000 for each site. But we were able to succeed with such a small budget. That’s why I tell my students that **when you have inferior resources, you should have superior strategies.**

ON JOY AND PURPOSE

AARON: My AIM classmate Bong Gonzalez wanted me to ask you, *“Fifteen years after AIM, we’re now at our midlife. It’s no longer our career that matters. Our children are reaching adulthood, our parents are getting old, our community beckons, time is getting scarcer. How do we re-center ourselves?”*

EDMO: Again, I go back to that message of love. Eventually, you have to find your own path of spirituality. Let’s start at the first level. The first level of spirituality is duty to family. To my mind, if that’s all he does, then he must do it well. As a father, make sure that you have children and children’s children that appreciate values and all that. And to me, that’s spirituality by itself. Now, service to society, that’s the path of nurturance and brotherhood.

But whatever you do, whether you just stay on that first level, not to say that the first level is inferior, but whether you’re just in the first level or you get to the third or the highest level, which is servant leadership, you have to figure out, *“Where do you find the most joy in giving?”*

No one can say that duty to family is selfish! The centering comes from the answer to the question, *“Where do you find the most joy in loving?”*

That's how you center yourself, just like *"How do I love thee? Let me count the ways."* Centering is not about finding, as what they say, "a purpose." Purpose is there, but to me, where do you find the most joy in giving, in loving?

For example, for me, my purpose is to serve others. But I do it very well because there's great joy in doing it. There's great joy.

AARON: Yours is serving others. And that's very broad. A blanket statement. Truly big. Because mine is, I've more and more realized, mine is really helping people think creatively.

EDMO: And if you find great joy in that, that is your center. Do not look for other centers out there. It's not...

AARON: I mean, if you remember, that's really been it for me. That day you made me take over the creativity class in M.E.? That was it. That's when it dawned on me that, *"Holy shit. Where has this been my whole life?"*

EDMO: You know, when you have that joy, it becomes a perpetual fountain and you never lose energy. In fact, you never lose purpose. Purpose to me is just the first step, but really, the joy in giving is what gives you great energy; to serve whoever...whatever level of spirituality – serve your family, serve your whatever. But you must find joy.

To me, joy and happiness, it's not as if you're giddy. No. It's, uh, it's an inner level of happiness that...in fact, it's no longer expressive, it's just there.

AARON: Contentment? Or inner peace?

EDMO: It's... like... (long pause)... it's as if you have an eternal fire that's just there. Because you know, with "purpose," all these questions, "*What is your purpose in life?*" Sometimes, people tell me, "*Oh, you still have a long way to go because you still have a purpose in this world.*" I don't believe in that. Purpose? What is purpose? What do they mean by that? Because I can do anything – I can be a teacher or I can be a brother or I can be an uncle or I can be a social worker. If that's what they mean by purpose then to me, that's secondary to the fact that I enjoy... (smiles) giving.

That to me is what centering is all about. Not a particular activity that you're doing but what brings you that inner joy, that inner happiness. In fact, inner giddiness (smiles again).

Figure out what gives you that joy. Once you find that, don't bother looking elsewhere.

ED MO

ON LOVE

AARON: Some of your students also wanted me to ask you what your definition of love is.

EDMO: Well, that's the essence of spirituality. I think we've talked about this.

AARON: Yes, love versus passion?

EDMO: There! And it really goes there because love does not want, it does not seek. Love is not envious, not jealous. Love is totally and unconditionally generous.

AARON: I remember you saying that difference between love and passion is that passion is to take and...

EDMO: Love is to give. The mother unconditionally giving to the child, no matter how the child goes wrong.

AARON: True, you never hear anyone say, *"I'm passionate about my child."* It's *"I love my child."*

EDMO: Yes! You know, I saw that in my mother, during her life. My brother, Ricky, loves to drink. You know the type. And, of course, I would resent it and I'd try to show him that I'm

displeased with what he does. But my mother would succor him, talk to him and all of that. To the last day, my mother never gave up on him.

But, you know, I show my love for him, not to him directly, but to his children. And thanks be to God, his children are very good and respectful. That's his major blessing in life.

But going back to unconditional love. I saw that in my mother. So, you know what they say that love is blind? It is really blind. Deaf even.

AARON: Hehe, deaf!

EDMO: Yeah, all the disabilities!

AARON: Here's a question from Jay Bernardo, *"How would you describe your love life?"*

EDMO: Let's just put it in the negative form. I found that romantic love prevents me from fully realizing who I am.

AARON: Really?

EDMO: Because women made impositions on me, in terms of my time. In other words, they would have gotten a large piece of myself. Which I would have had to give. Because suddenly, you're following the path of duty as a husband. You have to follow that path of duty and provide for the family. And I just didn't want to follow that path of duty.

I mean, that's not my path to spirituality.

And I've encountered that. One of them would question me whenever I would always be there when Imelda called me. And I would be, "But I'm serving the country." I just happened to be serving the First Lady who had these humongous projects all over the Philippines and I was quite happy doing it. But to tell me to drop it? Ah...NO!

Even as a child, I didn't like it when my parents would meddle in my life – asking where I was going, where I came from. Even that, I resented. Some people would tell me, "*You know, love is a two-way street*" and all of that corniness. I would say, "*Perhaps I cannot engage in romantic love.*"

Maybe my love is not romantic at all.

ED MO

ON HIS WHIMS

AARON: Jay's also asking...

EDMO: Jay has so many questions!

AARON: *"What are the whims of Edmo?"* What are the whims you have that people don't know about?

EDMO: Dancing. I love to dance. When I was young, I simply loved to dance. I'd dance all styles, properly! If it's the swing, I'll execute the swing as swing.

AARON: How did you learn to dance?

EDMO: From my siblings and cousins, here at our house. As young kids, we would throw our own parties, dancing with one another until we were high school, college. So, dancing. That's one. Then, as you know, photography. Serious photography. I would enter contests.

AARON: Why did you like photography?

EDMO: It was the way to interpret a scenery. I joined contests. And in these contests, they have to see a message in the photograph. And most of my winning entries, I would ask

myself, *“What do I want to tell the world with my photograph?”* It cannot just be a beautiful photograph. It had to have a message.

So, for example, we had a photography contest in Baguio. People would take sceneries and all of that. I was not interested in those sceneries. Then I saw a child in a carton...

AARON: I remember that photo.

EDMO: Yeah, that became a Christmas card. And, perfect timing because the contest was near Christmas. Somebody asked me for the right to print it as a Christmas card. And the message was, “Christ in the manger”. Once you saw it, the message was clear. There’s an immediate human connection.

My Mayon (Volcano) picture is another example. Everybody took Mayon in its grandeur. My Mayon was tiny. But the message there was that nipa hut and the bonfire in the foreground. And you could imagine the idyllic rural state, the life of that family, that in spite of the beauty, they’re poor. The environment was beautiful – blue moonlight and the perfect volcano. But you can see that beyond the beauty, there was poverty.

AARON: But, there’s really intuition and luck in photography, because you didn’t stage that.

EDMO: No. That was by accident because I was looking for different angles, so I went to the back of the volcano. I didn’t realize I was walking so far that soon the volcano was so far

away and it was getting dark. That's why the picture was dark. And I had to take the photograph.

AARON: I read somewhere, I think, the phrase went like, *"Photography is the discipline that teaches you how to see."* After you learn photography, you won't see things the same way. For me, everywhere I look, I see a photographable image, I see patterns. It's kinda like an affliction...

EDMO: I have to see the image. Sometimes, hundreds... I don't like this, I don't like this, I don't like this. Then something hits me. This is the one, this is the one, this is the one. And I used to make poems out of my favorite photos. So, you could see I was reading very much into them.

I had an exhibit in AIM and there was this photograph and there's this poem. One of my photographs was about a crypt in Nagcarlan. So I made a poem about that, the "Traveler." Oh, "Traveler" was a different photo. "Traveler" was...I was in Tagaytay, and there was this pineapple plantation and there was this walkway, an earthen walkway. At the bottom of the hill, the pineapple hill, was a little hut. And there was a guy sitting under a tree. So I made a poem about it. And I guess some morbidity came in about... I think I have the poem somewhere... and... it says at the end, I think... something like *"... and in a little hut called fate, they will mourn for me..."* something like that... I forgot the exact line but the message was *"you will move on."*

It's really a message about how ephemeral life is and even in my death, okay, they will mourn for me briefly and then move

away. Once you see the poem...

AARON: You'll never see the photo the same way again.

EDMO: Yes. Because it becomes emotional, it becomes a little bit spiritual.

AARON: That's unique. Because, usually, well, most artists will leave it up to the audience to interpret their work. Aside from you overtly conveying your message, you even combined two art forms.

EDMO: Yes, because I was always looking for that message.

AARON: So those are your two whims: photography and dance.

EDMO: Well, reading and writing, of course, are my passions. I would read a book every night when I was in grade and high school. Literally one book a night. And writing, I love writing. My teachers would always read my poem or my essay in class. And it would really make me happy because I really wanted to be a writer.

AARON: Well, look at you now, writing so many books!

EDMO: So, really they're more than whims. Jay, calls them whims. Maybe mine are eccentricities? Maybe that's even too harsh a word.

AARON: Passions?

EDMO: Expressions? I don't know. How do I express myself? And Jay is right, when I express myself, it's always serious. Never...never trivial.

So all my pursuits, either I go full or not at all.

Note: the following day after this interview, Edmo texted me the following message:

EDMO: Aaron, out of tiredness I forgot to tell you my greatest idiosyncrasy. I'm a bonafide fortune teller and a "heart reader." I've been like this since I was a boy. In Tagalog, I'm a "bruho." I find that keen sense of intuition my greatest gift from my Creator.

EDMO

ON SPIRITUALITY & THE AFTERLIFE

AARON: You earlier mentioned that life is a sacred trust. Is that how you see life? The purpose of life and...

EDMO: Yes. I was telling someone the other day, *“I’m not a religious person. I don’t follow the rituals of the Catholic Church but I believe in the tenets of Christianity, totally.”* And I told you about how I went to Hong Kong before and was talking before Theologians...

AARON: When you were invited to speak about “The Theology of Development.”

EDMO: Yes. These were priests, nuns, reverends from all Christian denominations. And for the life of me, I wasn’t prepared for that talk. I was already in Hong Kong and I still didn’t know what to talk about. So, I read one chapter of Matthew. And as I was reading it, suddenly, it dawned on me that the Christian strategy is really “H.E.L.P.”

“H” is for Healing - you heal the body, but you must heal the mind, you must heal the soul. So the healings of Christ were always beyond the body. The body was just a manifestation of the spirit and the mind.

Second, Matthew was very heavy on parables and sermons. And so therefore, his second strategy was to **Educate** people, to teach them. So He was a healer and a teacher.

Then all throughout, He was always preaching the gospel of **Love** – love your neighbor, love your enemy. It was really antithetical to the Old Testament. So antithetical! It's very hard to conceive why one came from the other. I really cannot conceive it. To me, the God of the Old Testament is very different from the God of the New Testament. Two totally different Gods, if you examine the message. One is an “eye for an eye” and all of that – the wrath of God and He will wipe out entire cities, men, women and children. You don't see that in the New Testament at all. It's about saving people.

But, in any case, the last, which is **“P” is Prayer**, was an afterthought. Because the apostles asked him, *“teach us how to pray.”* So even the ritual of praying, he was not really teaching. He was not advocating, until his apostles asked him to teach them to pray. Only after did prayer become a ritual.

So, there I was in front of everybody, just talking about those four simple concepts but I talked for two hours. I was like in a trance. One of the reverends came up to me and said, *“You must have been studying this for 15 years or so. So deep!”*

It must have been because I deepened the discussion, using samples from Matthew, trying to be one of those Christian scripture readers, haha. I was so embarrassed because I only read Matthew the night before and I just came up with that.

But then I realized the essence of Christianity, which is such a deep, profound message, compared to the rituals of Catholicism or of whatever religion.

So, to my mind, if you look at the other religions, their basic message is the same. Buddha's is "enlightenment." But after you reach enlightenment, you must serve others or what they call becoming a bodhisattva. So to me, if you look at the basic message of all religions, they're the same.

But if you look at their dogmas, their doctrines, that's where they get into trouble. But those are not their basic message. Now, having said that, I've already told myself that, therefore, giving myself totally to the service of others, that's my path to spirituality.

And so it's a sacred trust. ***So I'll give you all of these gifts, what will you do with it?*** I believe in that totally. What will I do with this sacred trust? Do I squander it?

People ask me, "Why do you work so hard?" My answer is, "No, I'm not working. I enjoy it. I'm giving. I enjoy giving. I enjoy giving. I'm not working."

I'm not working for the money. The money comes, obviously. But, I'm not working. I don't feel like I'm working. So, I'm actually praying.

So, every act is a prayer. So I'd rather do it very well, right? I cannot do it in half measure because otherwise, you're not praying well. So, that's my spirituality.

Sometime in the 2000s, I actually gave a video conference on spirituality in the workplace.

AARON: In AIM, right, in 2003. Was that video recorded? I remember being there.

EDMO: Yeah. It was being video-transmitted to India, to Singapore and other countries. It was World Bank sponsored.

AARON: I didn't know it was being recorded and broadcasted. I just remember being surprised and impressed that priests and nuns were listening to you talk about spirituality.

EDMO: Exactly! So even then, I was talking about spirituality in that sense. But you know, at that time, people were not much listening to it. I was edict-ing more and more people. It's taking a while to catch on. Fine, there are more books now on spirituality in the workplace. But it hasn't caught on the way environmentalism or other concepts have caught on.

AARON: What do you think is the reason for that?

EDMO: I think it's because people are stuck in religion. They cannot transcend to the level of spirituality.

And that's the sad part. Because I was hoping it would get there. That's why I don't like debates on religion or politics because it focuses on the tenets, the rites, the rituals, the doctrines, the dogmas but it forgets the basic message or what...there's a Greek term called "kerygma." And kerygma is the basic...in anything you hear, I think you have to go beyond the words

and ask, *“What is its basic message?”*

Because those scriptural quoters, they’re looking at the lines and the words. But they miss the basic message; what is the message? That’s why you see those quoters debating specific lines, using different parts of scripture. When to me, there’s context to everything being said. But if you use it out of context, say, *“Woman must submit to the man. So therefore, you must obey always.”* But that wasn’t the basic meaning! At that time, the man was the provider and there had to be an authority in the house to make sure there was discipline, there was order and really, it was a very, very highly patriarchal society. And so when they said it before, it was in that context. It doesn’t mean that up to today, the woman has to submit to the man. Right now, the woman might be earning more than the man, you know, haha?

AARON: How about the afterlife. What do you think about the afterlife?

EDMO: Frankly, ah....(long pause) ...

...at this point, I think of what I’ve made of my life. I think I’m happy about it and I think, personally, that your afterlife will have a lot to do with how you lived your life, just like the Hindu concept of karma.

Except, for me, if you are a consciousness, and we are living consciousness in a body, and you take out the body, what is left? That consciousness is left.

But you cannot separate the consciousness from how you lived your life. So, that consciousness is the one that is eternal. Take out the body and it's just consciousness that remains. Then, how can it be very different from how you lived your life? You cannot suddenly just have a different consciousness.

So if I've made the most out of my life, in terms of service to others, if that's my consciousness, then in the afterlife, I'll become a very old soul. You know, a soul that is more wise, more enlightened.

And I think that's the purpose of life. How do you live a life that is in full transcendence? Hey, that's difficult to achieve.

AARON: How do you explain full transcendence?

EDMO: It is beyond yourself – transcendent of your earthly realities.

But essentially, that's what spirituality is all about – transcendence. I've realized that people are in different stages of transcendence and non-transcendence.

ED MO

ON HIS TALENTS

AARON: What is your talent? I remember you asked Howard Gardner what kind of mind he had and he said he had a “synthesizing mind.”²⁰ What’s yours?

EDMO: The number one, to my mind, is... well, more than synthesizing, the intuitive mind has been my greatest strength. It has gotten me out of danger, made me make the right decisions.

In a way, it’s a gift.

(Edmo pauses and thinks for a few seconds.)

My greatest talent is a mind that is able to learn a lot, irrespective of the subject matter. It’s an open, absorptive mind. Once it absorbs, it tries to understand what’s it all about, from its many dynamics. And more than synthesizing it, it tries to improve upon it beyond synthesis to a different level of understanding.

Doon akong tuwang-tuwa (that’s what makes me truly happy).

It’s absorbing new impetus, new data, new stimuli. And then asking “Where can I bring this, what will I create out of this?”

²⁰ Howard Gardner is the Harvard psychology professor who developed the “Theory of Multiple Intelligences.”

You then go to a level of a totally new creation.

AARON: What's the best manifestation of this talent?

EDMO: You know, as I was teaching, in AIM or in Bayan Academy, trying to bring people up to higher and higher and higher levels, I told them, while I teach VMOKRAPISPATRES, I don't practice it.²¹ Because I think that I have enough capability, and we should be a learning organization because the external situation constantly unfolds before us.

So, you don't really know for certain what aspects of E.A. (external analysis) or I.A. (internal analysis) will change. And yet, you're trying to come up with a five-year program. But many of those things will change. So, the VMOKRAPISPATRES is good for discipline of undisciplined minds. But we've gone beyond that.

And therefore, what must you be prepared for? You must constantly be prepared to absorb new impetus, new learnings, new data, new stimuli and grab it and synthesize. But you must go beyond synthesis and ask, "Where can I bring this?"

Let's take our newest TESDA and JP Morgan project, for example. TESDA gives us the contract to do the National Technical Education Skills Development Program. So I have to study the whole world of technical skills education, on behalf of the national government. And right there and then, it dawns on me that while TESDA is doing this, they really are alienated from the market, which is the employer world. But

²¹ "VMOKRAPISPATRES" is the strategic planning principle and process that EDMO developed as the bedrock of the ME program. It stands for "Vision, Mission, Objectives, Key Result Areas, Performance Indicators, Strategies, Programs, Activities, Tasks and Resources."

if you look at TESDA's vouchers, they are for communities and for schools. So, they are very supply-driven.

So, I told them, *"You're a supply-driven organization. You're not demand-driven. Where's the demand coming from? The employers. But your vouchers are all for the communities and schools."* That was the first time they realized that as they always assumed they were demand-driven. I told them, *"No, you're not. You're supply-driven. And because you're supply-driven, you don't really attempt to know what the real needs of industries are."*

So, then I went to JP Morgan and said, *"Let me put together these eight priority industries"* and asked them, *"Do you want to be part of this national drive to get to the 21st century skills by working with the national government, TESDA?"*

Of course, they were happy to! And we want to get to one of the performance indicators which is to have more enterprise-based training rather than school-based programs. In other words, TESDA's vouchers will go more to industries. The employability of people will suddenly jump because it'll be the actual industries dictating what they need.

Now I'm telling my people, *"But this should not be the end of it. Now that we are doing the Organizational Development of TESDA and we've gotten JP Morgan to support this, what's the next level?"*

So others can synthesize things, but I'm not satisfied with that. How do you bring it forward to the next level? I told my people, *"What TESDA lacks is they really do not have the organizational structures, systems and capacity to deal with industries. So we have to*

work with TESDA and all those things have to be put in place. But the other thing is, industry has grown to distrust TESDA in the past. So, another aspect is, how do you make sure that they become credible?"

Overall, in the future, I see Bayan Academy as a kind of pimp that constantly tries to bring industry and government together to a different level in ways that increase the capacity of the workforce. So, *that's* the next stage.

So, synthesis is just the first step. I mean, you've synthesized existing learnings. But, so what? What are you going to create because of what you have synthesized? That to me is very, very important. It's pointless if you do not reach that step.

For example, I studied entrepreneurs and I made all the case studies. But the creativity was in designing the M.E. program, then designing the Master in Corporate Entrepreneurship Program and then designing the MESEDEV (Master in Entrepreneurship program in Social Enterprise Development Track).

Other people tend to stop at research. Okay, the research was good, but what now? Even in Development Management back in AIM, we had a research project with Ford Foundation. I told them, *"So what? AIM cannot remain at the level of making money out of these research projects on village people. Besides, we should not just be dealing with village people. We should be dealing with government. We are AIM, for crying out loud! We should be changing policy and strategy! So, if you're just complying with Ford, just doing research, then there's no creation."*

So, I took out the "Rural Development" program and told

everyone that we were going into “Development Management”. And the next stop was a “Masters in Development Management” program which was for government and NGOs.

Soon, we got to participate in the oversight committee of Congress. We built the DAR Strategy Paper for Cory. We made that, the whole paper. And I said, “*The environment for a very reformed Philippines is dismal,*” or something like that... “*abysmal!*” I knew it would fail. But anyway, we made the paper on to how to make it work.

So, you have to always go beyond, because these people will say, “*Okay, do this work, research it*”. Okay, I understand it. But, so what?

The “so what?” is important to me. Because the answer to “so what?” can go to different directions. And to me, if somebody doesn’t ask “so what?” then you’ll be stuck in the same level.

To me, and this is my definition of the word “professor,” and we are professors; we’re supposed to profess something new. We keep calling ourselves “professors,” but what new things have you professed? If none, then you are not a professor.

I totally believe in that. I must continually profess something that is not yet there. That’s hard because you’re entering dangerous ground that nobody has entered into and that requires courage.

AARON: Why is it dangerous?

EDMO: Because people, the ones who suffer from educated incapacity, resist new grounds.

ON SELF-MASTERY & LEARNING TO BE²²

EDMO: The irony of self-mastery is that you have to lose yourself entirely in order to master yourself. The first level of self-mastery is the inner self. The next level is the higher self. The highest level is the selfless self.

Losing yourself to the world allows you to master yourself.

The first part of Self-Mastery is Learning to Think. We should have the ability to process our thoughts, ideas and experiences. You cannot go to your inner self without the ability to think. Sadly, most people do not process their experiences, the stimuli they receive. To process things is to see all of it and at the same time detach from it. This allows you to truly discern.

Another problem towards Self-Mastery is that we get hooked on what we have achieved in life. Now these hooks are good to keep us stable, to anchor us. But the hooks prevent us from moving forward.

To me, victory and defeat have the same value. You need to accept pain and suffering with the same level of acceptance as joy and celebration.

²² On June 29, 2019, I invited Edmo to do a short talk for my partners and colleagues at my own consultancy firm, CIA Bootleg Manila. These were some of the things he discussed.

Long before science, man survived through intuition. Intuition is part of the higher self. As machines surpass the ability of man, man has to elevate himself to pure intuition – to have the ability to talk without talking, to sense without sensing.

Enlightenment shouldn't be the goal. You have to get enlightened such that you serve the rest of the world.

There are several paths to spirituality. The first and common path is the path of duty, duty to family, spouse, parents and siblings. There is no doubt in my mind that this path is a path to spirituality – to take absolute care of your family. The next path is the path of nurturing and caring for others. Then, the path of seeking knowledge. The fourth path is the path of brotherhood and sisterhood. The last path is serving the entire humanity. Each one of us has to choose our path to spirituality.

The last part of Self-mastery is “Learning to Be” which has five Ws – Wonderment, World View, Wisdom, Way of the Spirit, and Will to Live.

You should never lose that sense of Wonderment or else you'll get old. You have to be in a constant state of fascination.

One should also have an expansive and inclusive World View. For example, there are no heroes and villains in the world, there's just a flow of things that happen. How much of our own world view is influenced by wrong world views? So, one has to view the world as a sacred place.

Wisdom is about being able to understand and give perspective

to people. Wisdom is more akin to EQ than IQ, as the emotional brain gives value and meaning to experiences. Once you cannot put value to things, you cannot make decisions. The emotional brain processes things before the thinking brain, so there's no such thing as an un-emotional thought.

The next is The Way of the Spirit. More than religion, which is very divisive, living the Universal Values is the way to spirituality, but it's goddamn difficult. Try to live truth, justice or love every single day, if that doesn't make you spiritual.

The hardest value to live is truth because we are filled with many biases. Wisdom is being able to ferret out the truth. What makes you look for the truth? Essentially, you give up this sense of self-importance.

The Will to Live. If you are trying to be the best you that you can be, you have to have a zest for life and want to celebrate life.

ON HOW HE DESCRIBES HIMSELF

EDMO: By the way, you know I find the concept of being a pathfinder intriguing, I love playing that role.

AARON: Why?

EDMO: Because it's as if you're in the wilderness and there's a guy, always, in the tribe, who is very good at finding the right path for the tribe. And that pathfinder will either find the food, the buffalos and all of that, or the tribe dies. The pathfinder finds a safer place...

AARON: The cool thing is he doesn't know where it is. He has to use intuition and that's why it resonates with you.

EDMO: And to me, that's what Bayan Academy is all about. I'm the pathfinder. In fact, that's why I don't have a formal VMOKRAPISPATRES strategy. Because, I'm like in the wilderness.

AARON: Yeah. That's why you said that Bayan Academy is a learning organization.

EDMO: So, what is the right path? I don't know. I'll see it when I see it (snickers).

AARON: You'll figure it out.

EDMO: I'll figure it out. I'm enthralled by that concept. Similar to a fisherman, the fish finder. I'm intrigued by that role.

AARON: So, that's what you are, a pathfinder.

TRAVELER

by
Eduardo A. Morato, Jr.
September 1984

I am a traveler
resting in the shade
thinking of the road ahead.

My mind forbids me
take another step...
my feet propel me anyway.

My thoughts go back
to where I started
even as my eyes
feast on tourist places.

My heart denies
the moment's ecstasy
for something like
tomorrow's fantasy.

My soul is weary
but my wings
still carry me
forward, onward
to my own mindless destiny.

Finally in a little hut
called Fate,
they will mourn me briefly.
Then walk away
like life's brief passing day.

APPENDIX A

DR. EDUARDO A. MORATO, JR.'S PROFESSIONAL EXPERIENCE

CURRENT POSITIONS

Chairman

Ace Center for Entrepreneurship and Management Education, Inc.

Field/s of Specialization: Entrepreneurship and Management

Period of Employment: June 2007 to Present

Chairman & President

Bayan Academy for Social Entrepreneurship & Human Resource Development, Inc.

Field/s of Specialization: Entrepreneurship, Education, Employment and Corporate Social Responsibility

Period of Employment: February 2008 to Present

Chairman & President

Bayan Enterprise Developers Growers and Evolvers – Microfinance and Business Services, Inc.

Field/s of Specialization: Financing, Micro-financing, Mentoring, Coaching Enterprises

Period of Employment: 2006 to Present

Chairman

Social Economy Action Research Foundation, Inc. (SEARCH)

Field/s of Specialization: Research

Period of Employment 2018 to Present

Board Adviser and Consultant

RAMCAR Group of Companies (Motolite, KFC, Mister Donut, Tokyo Tokyo)

Field/s of Specialization: Industrial and Food Industries

Period of Employment: 2009 to Present

Guru, Masters in Entrepreneurship for Nation Building/Designer and Head of Faculty, Master in Corporate Entrepreneurship and Master in Entrepreneurship, Social Enterprise Development Track

Ateneo Graduate School of Business

Field/s of Specialization: Education

Period of Employment: 2009 to Present

OTHER ACADEMIC ENGAGEMENTS

Eminent Fellow

Development Academy of the Philippines

Period of Involvement: 2012 to Present

Director, Board of Trustees

University of the Assumption

Period of Involvement: June 2009 to 2016

Full Professor

Asian Institute of Management

Period of Involvement: 1986 to 2008

Dean of the W. SyCip Graduate School of Business

Asian Institute of Management

Period of Involvement: 2002 to 2004

Dean of the Institute

Asian Institute of Management

Period of Involvement: 2000 to 2002

Chairman of the Boards of Trustees

Assumption College

Period of Involvement: 1997 to 1999

Director, Board of Trustees

Assumption College

Period of Involvement: 1995 to 1996

PREVIOUS PROFESSIONAL ENGAGEMENTS

Consultant for the Strategic Planning Workshop

Social Security System

(Attended by the Chairman and Members of Social Security Commission and SSS Senior Officials)

Period of Involvement: April to May 2017

Livelihood and Organizational Development Specialist

Environs Systems, Group, Inc.

Commissioned by the World Bank Organization for the National Housing Authority

Period of Involvement: 2016 to 2017

General Manager

Human Settlements Development Corporation

Field/s of Specialization: Housing

Period of Employment: January 1984 to June 1986

Managing Director for Finance and for Technology Utilization and Ventures

Department Technology Resource Center

Period of Employment: January to June 1984

Research Director

Bankers Association of the Philippines

Field/s of Specialization: Banking and Finance

Period of Employment: January 1978 to June 1979

Officer/Loan Officer

World Bank/International Finance Group, USA

Field/s of Specialization: Finance

Period of Employment: January 1973 to June 1975

Investment Officer Investment Services Corporation

Address Makati, Metro Manila

Period of Employment: May 1969 to June 1970

Management Analyst

Philippine Airlines Assistant to the Treasurer for Benison Equipment

Rubicon, Inc.

Address Ayala Avenue, Makati City

Period of Employment: April 1968 to April 1969

ENTREPRENEURIAL ENGAGEMENTS

President

Wood waste Utilization Development Corp

Field/s of Specialization Seed nurseries, common processing facility for woodworking plants in Carmona, furniture manufacturing and other log, lumber and woodworking operations

Period of Involvement: 1984 to 1986

President/Treasurer

People's Technology Terminal Corp.

Field/s of Specialization: Industrial complex designed for small and medium scale enterprises engaged in woodworking, garments, food processing, etc.

Period of Involvement: 1984 to 1986

President

Kaunlaran Food Corp.

Field/s of Specialization: Fruit Dehydration plant for the export market

Period of Involvement: 1984 to 1986

President

Philippine Genetics, Inc.

Field/s of Specialization: First Cattle Embryo Technology Operations in the Philippines

Period of Involvement: 1984 to 1986

President

Znac Rubber Estate Corp.

Field/s of Specialization: Rubber Production

Period of Involvement: 1984 To 1986

President

Inca Coffee Estate Corp.

Field/s of Specialization: Coffee Production

Period of Involvement: 1984 to 1986

President***Phil. Fruits and Vegetables Industries, Inc.***

Field/s of Specialization: First Tomato Paste Processing Facility in the Philippines

Period of Involvement: 1984 to 1986

President***Agro-Livestock Commercial Development Corp.***

Field/s of Specialization: Breeding Operations for Swine and Goats

Period of Involvement: 1984 to 1986

Director/HSDC Representative

Eight different Venture Capital Corporations (Joint Ventures with banks)

Period of Involvement: 1984 to 1986

GOVERNMENT INSTITUTIONS**Project Leader – Consultant**

Agency Food Sufficiency Program for Department of Agrarian Reform

Department of Agriculture and Department of Natural Resources

Period of Involvement: 1998 to 1999

Anti-Poverty Task Force

Drafted Bill on National Anti-Poverty Commission

Consultant on Provincial Development Plans of Twenty Poorest Provinces***Office of the President of the Republic of the Philippines***

Period of Involvement: 1993 to 1998

Vice Chairman and Chief Executive Officer***Philippine Postal Savings Bank***

Period of Involvement: 1995 to 1996

General Manager***Human Settlements Development Corp.***

Period of Involvement: February 1984 to October 1986

Senior Deputy General Manager***Human Settlements Development Corp.***

Period of Involvement: September 1982 to October 1984

Managing Director- Finance

Treasurer/Comptroller -TRC

Managing Director***Technology Utilization Ventures Department***

Field/s of Specialization: Export-Oriented Small and Medium-Scale Enterprises, Commercialization of New Technologies, Financed Micro-Enterprises Organization Technology Resource Center

Period of Involvement: May 1979 to July 1984

Director***Ministry of Human Settlements***

Field/s of Specialization: Finance

Period of Involvement: June 1981 to August 1982

Special Consultant to Gov. Rafael A. Sison***Development Bank of the Philippines***

Period of Involvement: September 1978 to 1979

Special Consultant to Sec. Arturo Tanco of Dept. of Agriculture National

Field/s of Specialization: Agricultural Credit System, Formulation of Policies and Pricing Strategies for Feeds Industry, reorganization of Tobacco State-Owned Enterprises

Agency: Department of Agriculture and Natural Resources

Period of Involvement: June 1972 to April 1973

NON-GOVERNMENT ORGANIZATIONS**Chairman*****Organization Philippine Renaissance Institute for Societal Metamorphosis***

Period of Involvement: 2005 to Present

Chairman/President***Organization Foundation for Rural Economic and Educational Development***

Research and Consultancy

Period of Involvement: 1986 to 1995

Director***Organization Foundation For Educational Evolution And Development***

Period of Involvement: 1986 to 1995

ACADEMIC BACKGROUND

| Degree | Field | Schools | Year completed |
|---------------|--|---------------------------------------|-----------------------|
| Doctorate | Public Administration | University of the Philippines Diliman | 2004 |
| Masters | Master in Business Management | Asian Institute of Management | 1972 |
| Tertiary | Bachelor of Arts Major in Economics | Ateneo de Manila University | 1968 |
| Secondary | | Ateneo de Manila University | 1964 |
| Primary | | Ateneo de Manila University | 1960 |

SCHOLARSHIPS, AWARDS & HONORS

| Year | Award | Grantor |
|-------------|--|--|
| 2019 | First Eminent Fellow | Philippine Public Safety College |
| 2018 | Awarded as one of all-time favorite Professors at AIM (AIM 50 th Anniversary) | Asian Institute of Management |
| 2018 | Recipient of 2018 Alumni Homecoming Golden Jubilarian Awards | Ateneo Alumni Association |
| 2012 | Eminent Fellow | Development Academy of the Philippines |
| 2002-2004 | University Scholar for All Semesters | University of the Philippines - Diliman |
| 1995 | Kabalikat sa Laang Bisig Awards | Technical Education and Skills Development Authority |
| 1991 | Triple AAA Awardee | Federation of AIM Alumni Association |
| 1972 | High Distinction | Asian Institute of Management |
| 1968 | Cum Laude | Ateneo de Manila University |

APPENDIX B

DR. EDUARDO A. MORATO, JR.'S RESEARCH AND PUBLICATIONS

| Year | Books, Major Research Papers, Occasional Papers and Journal Articles | Publisher |
|------|---|-------------------------------------|
| 2019 | Entrepreneur Interview Series: Prof. Jay Bernardo interview series | Bayan Academy and LetsGo Foundation |
| 2019 | Bantay Kalikasan: Sustainable Ventures in Ecotourism (Text and Cases) | Rex Printing Company, Inc. |
| 2019 | Excellence in Educational Transformation Vol 6 – The Anatomy of Transformation | Rex Printing Company, Inc. |
| 2019 | Technology, Social and Market Innovations in Social Enterprises BPI Sinag 1st published book | Rex Printing Company, Inc. |
| 2019 | A Manual on Strategic Planning A Bayan Academy 10th Anniversary Publications | Rex Printing Company, Inc. |
| 2019 | Social Entrepreneurship and Enterprise Development text and Cases 2nd Edition Bayan Academy 10th Anniversary Publication | Rex Printing Company, Inc. |
| 2018 | A Compendium of Works on Philippine Employment Trends and Eight Priority Industries | Rex Printing Company, Inc. |
| 2018 | Thought Piece on Philippine Worker Readiness, Global Competitiveness and Social Equity for Inclusive Growth | Rex Printing Company, Inc. |

| Year | Books, Major Research Papers, Occasional Papers and Journal Articles | Publisher |
|-------------|--|-------------------------------|
| 2017 | Comprehensive Development Reform Agrarian for Conflict of Areas in Mindanao | TESDA |
| 2017 | Excellence in Educational Transformation Innovations in Basic Education Programs, Methodologies and Systems Vol. 1 to V | Rex Printing Company, Inc. |
| 2017 | Health and Wellness Entrepreneurship | Rex Printing Company, Inc. |
| 2017 | EDGE A 20th Anniversary Publication of Bayan EDGE | Rex Printing Company, Inc. |
| 2017 | From Hard Knocks to Professional Entrepreneurship | Rex Printing Company, Inc. |
| 2016 | A Guidebook for Designers and Developers of Livelihood Programs | Rex Printing Company, Inc. |
| 2016 | Entrepreneurship K-12 | Rex Printing Company, Inc. |
| 2016 | Pinoy Tsuper Hero Text and Cases Vol. II | |
| 2016 | Excellence in Educational Transformation Vol. IV | Rex Printing Company, Inc. |
| 2015 | Pinoy Tsuper Hero Text and Cases Vol. I | Rex Printing Company, Inc. |
| 2015 | A Trilogy on Entrepreneurship (Text and Workbook Edition) | Rex Printing Company, Inc. |

| Year | Books, Major Research Papers, Occasional Papers and Journal Articles | Publisher |
|-------------|---|---|
| 2014 | Excellence in Educational Transformation | Rex Printing Company, Inc. |
| 2013 | Excellence in Educational Transformation Vol 2 – Towards a 21st Century | Rex Printing Company, Inc. |
| 2012 | Excellence in Educational Transformation Vol 1 – The Anatomy of Transformation | Rex Printing Company, Inc. |
| 2012 | Enterprise Development, Growth, and Evolution (Text and Cases on Micro and Small Entrepreneurs | ABS-CBN Bayan Foundation, Inc and Bayan Academy |
| 2011 | Business Decision-Making | Eduardo A. Morató, Jr. |
| 2009 | Customer Zoo | Eduardo A. Morató, Jr. |
| 2010 | Towards a National Strategy for the Development of the Creative Industries | Bayan Academy for the Cultural Center of the Philippines and the National Commission for Creative Arts Department of Trade and Industry |
| 2008 | A Trilogy on Entrepreneurship Vol I – Preparing for Entrepreneurship Vol II- Creating the Enterprise Vol III- Growing the Enterprise | Ace Center for Entrepreneurship and Management Education |

| Year | Books, Major Research Papers, Occasional Papers and Journal Articles | Publisher |
|---------------|---|--|
| 2007 | Self-Mastery | Eduardo A. Morató, Jr. |
| 2006 | Strategic Planning and Management | |
| 2006 | National Policy and Strategy Paper on Cross Border Professional health Services | |
| 2004 | Dissertation Paper for DPA: policies and Strategies for Promotion and Development of Enterprises in the Philippines | Eduardo A. Morató, Jr. |
| 2003 | Ten Universal Principles of Great Art and Their Applications to Leadership and Management | AIM |
| 2000 | Creativity and Intuition in Management | AIM |
| 2000 | Enterprise Creation and Procreation: A Basic Finance Handbook for Entrepreneurs | AIM |
| 1998- 1999 | Project Leader-Consultant on Food Sufficiency Strategy for the Philippines | Department of Agrarian Reform Department of Agriculture DENR |
| 1996 | Provincial Development Plans for Twenty Poorest Provinces | Office of the President of the Republic of the Philippines |
| 1994 | Master Plan for basic Education | DepEd |
| 1993 | Philippine Financial System | AIM Occasional Papers No. 33 |

| Year | Books, Major Research Papers, Occasional Papers and Journal Articles | Publisher |
|-------------|---|------------------------------|
| 1994 | Strategic Intervention for Development Management, Vol. I: A Framework for Strategic Intervention | AIM |
| | Strategic Intervention for Development Management, Vol. II: Environmental Development Process | AIM |
| 1994 | Social Entrepreneurship and Enterprise Development | AIM |
| 1992 | Manual on Basic Accounting and Finance Handbook for Governors | USAID |
| 1992 | Hanbook for Mayors | USAID |
| 1990 | Alternative Delivery Systems for Poverty Alleviation Programs | AIM Occasional Papers No. 32 |
| 1990 | Alternative Delivery Systems for Poverty Alleviation Programs | Borneo Review, Vol. No. 1 |
| 1990 | In Search of Alternative Development Models: Devising Uncompetitive Strategies in a Competitive World | AIM Paper |
| 1989 | As If People Mattered | AIM Occasional Paper No. 30 |
| 1989 | CARP: The Development Imperative | AIM Occasional Paper No. 29 |
| 1986 | Development of Enterprise, Notes and Cases | AIM |

| Year | Selected Unpublished Works | Sponsor |
|-------------|--|--|
| 2011 | Another Glimpse on Poverty in the Philippines – A Socio-Economic Study | CCT |
| 2001 | Entrepreneurship and Leadership | APEC, Tokyo, Japan |
| 1999 | Food Sufficiency Policies, Strategies and Programs for the Republic of the Philippines Convergence Strategy for Rural Development and Food Sufficiency | Dept. of Agrarian Reform, DA and DENR |
| 1996 | Strategies for the Twenty Poorest Provinces | Commissioned by the Office of the President, Republic of the Philippines |
| 1995 | Philippine Manpower Situation Human Resource Development Strategy for the Philippines | Summit of National Government |
| 1994 | Feasibility Study on Establishing a Community Bank of the Poor Unsustainability of Philippine Development Strategy | AIM |
| 1994 | People-Centered, Area-based and Equity Led Sustainable Development | UP Paper for DPA |
| 1993 | Strategic Reformulation of the Mass housing Program: Focus on Housing for the Masses | UP Paper for DPA |
| 1993 | Baquilan Resettlement Project | UP Paper for DPA |
| 1990 | Privatization of PICOP | Price Waterhouse |

| Year | Selected Unpublished Works | Sponsor |
|-------------|--|---|
| 1989 | CARP Strategy Paper Five Volumes | Dept. of Agrarian Reform |
| 1989 | Technology Utilization Financing Program | Technology and Livelihood Resource Center |

ABOUT THE AUTHOR


Aaron A. Palileo is the co-founder of CIA Bootleg Manila, a consumer insighting and creative brand strategizing firm with headquarters in Manila and Tokyo. He is also the ASEAN Director of Creative Intelligence Associates: The Brand Architect Group, one of Japan's most respected brand strategy firms. He is the author of the book "Connect / Disconnect: How to be a Creative and Innovative Opportunity Seeker" and "The Creativity Handbook: A Guide For Future Creatives." His core competencies include management creativity, innovation, entrepreneurship, brand strategy, marketing, consumer needs finding and whole brain management.

Aaron is an Associate Guru at the Master in Entrepreneurship program (Ateneo Graduate School of Business) and a faculty member at Ateneo Center for Continuing Education and Ateneo De Manila University. He is a Board of Trustee in Bayan Academy for Social Entrepreneurship & Human resource Development and the President of Social Economy Action Research Foundation, Inc. (SEARCH.) He is also the Vice President for Sales & Marketing of ADP Industries Corporation.

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Dr. Eduardo A. Morato, Jr. or “Edmo” for short, has devoted most of his career life to the management of public and multilateral agencies, private development foundations, and educational institutions. He held different positions in various government institutions such as Human Settlements Development Corporation, Bliss Development Corporation, National Housing Corporation, Technology Resource Center, National Agri-Business Corporation, and Philippine Fruits and Vegetables Inc. among others. He also served under the Department of Agriculture and World Bank. In the private sector, he worked for Rubicon, Inc, the management company of Philippine Airlines, and Investment Services Corp.

He was the dean of the Asian Institute of Management (AIM) and became associate dean, at various times, in the Graduate School of Business (GSB), and Center for Development Management (CDM). He is currently the chairman of Ace Center for Entrepreneurship and developed the Master in Entrepreneurship, Master in Corporate Entrepreneurship and Master in Entrepreneurship in Social Enterprise Development Track for Ateneo Graduate School of Business.

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In this book, management educator and consultant, Aaron A. Palileo, interviews his mentor, Dr. Morato on various topics that matter to educators, entrepreneurs and executives. Edmo shares his unique experiences and piercing insights on excellence, leadership, spirituality, self-mastery and the lifelong pursuit of greatness.

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