

MSIA Reading Series 19

PSYCHOLOGY IN ACTION: NAVIGATING THE HUMAN ELEMENT OF SOCIAL IMPACT ASSESSMENT

Moderator:

Dr. G. Balamurugan
Vice President, MSIA
21 December 2023
(2.30 – 4.00 pm)



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2.30 PM – 4.00 PM



Sembang SIA
04/2023



SPEAKER:
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1. INTRODUCTION

We are privileged to have with us Dr. Suzanna Bono from Universiti Sains Malaysia (USM) to share with us how understanding and adopting psychology in the process of conducting and preparing a report involving social impact assessment (SIA) could enhance the quality of the assessments. Her conversation covered:

- i. The Role of Psychology in Social Impact Assessment
- ii. Cognitive Biases
- iii. Framing
- iv. Attitudes and beliefs
- v. Emotions
- vi. Social identity and
- vii. Stakeholders engagement

2. THE ROLE OF PSYCHOLOGY IN SOCIAL IMPACT ASSESSMENT

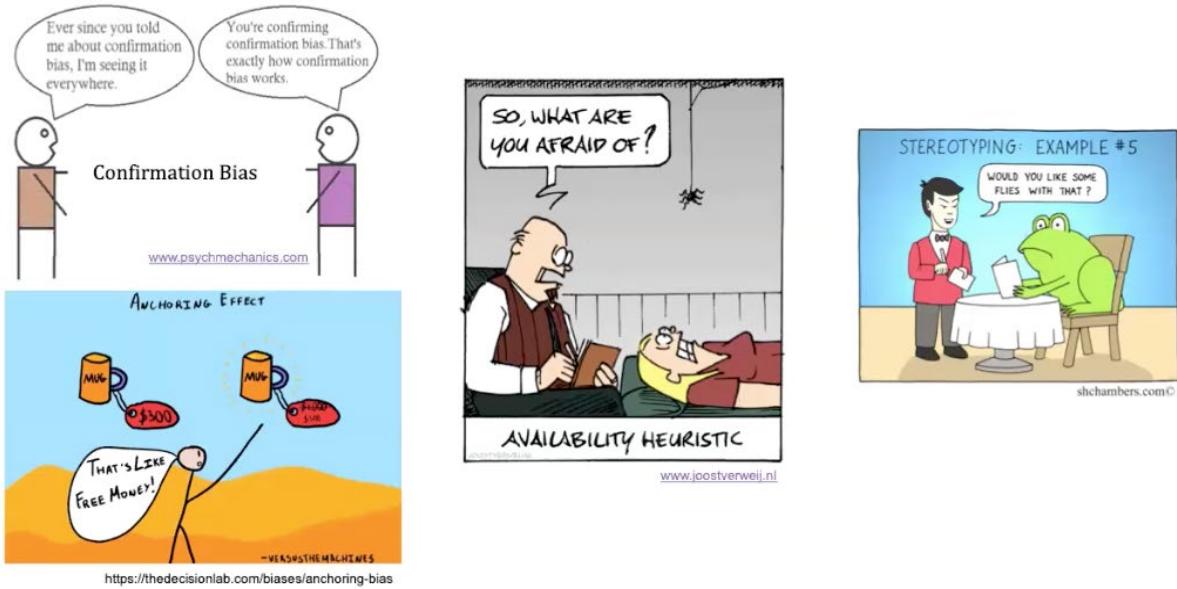
In communities, there are different social and cultural groups, that they may have distinct attitudes, expectations and preferences related to a certain project. This is influenced by their social identities. Human behavior, attitude and belief also influence stakeholders' perception. Their behavior and attitude refer to how they think, feel and act that may influence the outcome of the SIA. Recognizing these psychological factors, how can the SIA process become more inclusive, responsive and capable of capturing a comprehensive view of potential social impact of a project?

3. COGNITIVE BIASES

The cognitive biases related to SIA are probed first. There are several related types of cognitive biases. A few will be picked.

The first is **confirmation bias**. If you look at this comic on the upper left, the left guy says "ever since you tell me about confirmation bias, I'm seeing it everywhere". The right guy says "you are confirming confirmation bias". That is exactly how confirmation bias works. Confirmation bias is actually the tendency to search for, interpret and remember information that confirms one's preconception. I will give you an example related to an SIA project. In a proposed urban development project, stakeholders already have preconceived notions about the positive economic impacts on local businesses. During the assessment they may selectively focus on data that support their belief in the project's positive economic effects, while overlooking evidence suggesting potential negative consequences, such as displacement of small businesses. That's confirmation bias.

COGNITIVE BIASES IN SIA



Another bias is **anchoring bias**, where there's a tendency to rely too heavily on the first piece of information and prompt when making decisions. In the comic illustration (bottom left) offering effects there are two mugs that both cost \$300. The mug on the left only states that it is \$300, but the mug on the right has a \$1000 price tag canceled-off showing a big discount to \$300. Someone comparing these mugs may think, "oh, that's like free money". Why? This is because of anchoring bias. They rely heavily on the first piece of information given to them. I will give an example of an SIA project: a transportation infrastructure project. Stakeholders are provided with an initial estimate of the number of jobs this project is expected to create. They have that number already and that number becomes a reference point. Stakeholders may then adjust their expectations based on this initial estimate potentially leading to skewed perceptions of the project overall impact. So that's how anchoring bias can skew your perception.

Availability heuristic bias is the tendency to rely on immediate examples so whatever that you can catch, or whatever that comes to your mind as this illustration (in the middle) shows the psychiatrist asking his client, "what are you afraid of?", and the client immediately says "I'm afraid of spiders" that comes right across the mind. I give you an example of an SIA guide, so think about a community assessing the potential social impacts of a new waste disposal facility. If stakeholders remember a negative incident related to waste facilities in other areas, they may overemphasize this example in their evaluation, neglecting to consider the unique characteristics or mitigation proposed for the new facility. That is availability heuristic and how it can change perception.

Another bias is **stereotyping bias**. The tendency to make assumptions about individuals based on their membership in a particular group. There's an illustration (on the right) on stereotyping: the

waiter asks the frog, “would you like some flies with that?”. He is automatically stereotyping the frog as likes to eat flies. But what happens if that particular frog doesn't like to eat flies. So, in this case he is stereotyping. So, for example if stakeholders belong to a particular social or cultural group there might be biases in assuming their preferences or concern without considering the individual variation within the group.

What can be done with all these biases? How to mitigate them? One can raise awareness and educate stakeholders that are involved in the assessment process, to understand these biases and empower individuals to recognize and address them. So, they are aware of them. Ensure that a diverse range of stakeholders representing various community groups and interests are involved in the assessment, diverse perspectives can help counteract the influence of biases by providing a more comprehensive review. Also use empirical data and evidence in the assessment process so that decision making is data-driven. You could also seek external expert input. Of course, Social Impact Assessment consultants would focus on the social part of it, but sometimes experts on the engineering side are needed to explain the technical terms, the environmental consultants could do this, so consult external experts to give in their input.

4. FRAMING

Perception of stakeholders in SIA has been discussed earlier. So, how do individuals perceive and interpret information? They use their perception. Perception is actually a process whereby individuals select, organize, and interpret sensory information. It can be influenced by personal experiences, cultural background and also existing beliefs. Framing is something that also influences perception and it influences decision making. Framing involves presenting information in a way that enforces certain aspects over others. It can shape how stakeholders perceive the potential impact of a project. This is really neat, so understanding how framing works is crucial for effective communication and engagement. Let me show you an example.

PERCEPTION AND FRAMING EFFECTS



These are two frozen yogurt tubs, but contain different information on each tub. On the left says contains 20% fat, while on the right says 80% fat-free. If the framing effect works people would choose the right, this is the case. Prospect Theory by Daniel Kindaman explains that humans tend to be more sensitive to losing anything than in gaining something. People are usually more cautious of risk than excitement of gains. So, they will avoid the choices of losing than gaining.

There are different ways of framing and different types of framing effects. I'm going to present four types of framing. First, **auditory framing** refers to different styles of tones that a person uses to present information, can use a polite tone or shouting aggressive tone. **Visual framing** is whereby you present information in different visuals to the people such as different images, colors, font sizes, etc. Body language is also important in conveying your message. Body language involves - if you want a person to be on your side, you'll smile, your facial expression, you have to control your hand gestures, in your communication. **Value frames** involve making people feel that they are getting a better deal than they really are. For example, people tend to view high value as a better deal. Positive and negative frames; positive frames are used where the subject needs to be convinced. For example, the way a project is framed can significantly impact how stakeholders perceive it. For instance, if a proposed construction project is framed as an opportunity for economic growth, job creation, stakeholders are more likely inclined to support it. But if it is framed as a trap to local green spaces then they are more likely to oppose it. So, the way you frame the information you give affects decision making and also the support or not support or opposing the proposed project.

5. ATTITUDES AND BELIEFS

Attitudes and beliefs of the stakeholders also influence, determine, whether they support or oppose a project. Attitudes are evaluation or judgment individuals hold about a particular subject. Beliefs are the underlying cognitions or ideas that influence this evaluation.

An example of attitude is given. A city is planning to construct a new waste to energy facility to address waste management issues. During SIA, the consultant discovers that the public holds varying attitudes and beliefs about the waste to energy project. Some individuals believe that such facilities contribute to environmental sustainability and energy production viewing them as positive contribution to the community; but on the other hand, others have concerns about potential air pollution, health risk associated with the facility leading more towards a negative evaluation. Understanding these diverse attitudes and beliefs is crucial in anticipating public opinions. SIA consultants can design surveys, focus group discussions and interviews to systematically gather and analyze stakeholders' perspective. This would definitely help inform the assessment process and contribute to developing targeted strategies for engaging with different segments of the public.

Another example given is a solar farm construction in a rural area to generate renewable energy. During the stakeholder engagement process, SIA consultant discovers certain community members have positive attitudes and beliefs about energy and economic benefit will bring to the area, but some are concerned about the potential impact on the wildlife and also the visual aesthetic of the landscape. If you as the SIA consultant recognizes this different attitude and belief, you can implement targeted communication strategies. You could organize community forums to discuss wildlife mitigation measures, showcase visual simulation of the proposed solar farm. When you do this, you can foster constructive dialogue, address concerns and also build support for the project.

6. EMOTIONS

A lot of emotions are involved when a project is proposed, especially when it is very sensitive. Emotions play a very powerful role in decision making and behavior. Emotions, if can be regulated that's great but most of the time they are hard to control and manage. Acknowledging and addressing them are important things that can be done in the assessment process. A few examples are provided.

Think about a major urban redevelopment project, that includes demolishing historical neighborhood. During stakeholder interviews and public forum, SIA consultant observes a range of emotional responses. Some express excitement, and anticipation about the prospect of modernizing the neighborhood and economic opportunities; but others exhibit fear, sadness and apprehension towards the project. Perhaps because the emotional connections to the historical significance of the neighborhood. Understanding these emotional responses involve conducting in-depth interview, will need to probe more, asking more in focus group discussions to know the stakeholders' feelings and sentiments. By recognizing this emotional connection people have to the proposed changes, consultants can actually tailor engagement strategies to address this emotion and ensure comprehensive and empathetic assessment.

Besides that, another example is a utility company that wants to construct a high voltage power line right through a rural area. During public consultation, SIA consultant observes that some residents are fearful of it and have anxiety about the potential health risks associated with electromagnetic field. Others express frustration and anger due to the perceived threats to their property values and also their quality of life. Recognizing the influence of emotions on decision making, the SIA consultant can actually design communication strategies that address the concerns by providing clear and accessible information, give them scientific understanding about the electromagnetic field, engage health experts to offer reassurance about their health, potential health risks if there's any. Conduct visual simulations to demonstrate the minimal visual impact of the power line. Here, we are actually strategically using emotional intelligent communication in

acknowledging and alleviating the stakeholders' fears, building trust and also fostering constructive discussions during the decision-making process.

So, when you acknowledge diverse emotional reactions incorporating this understanding into your SIA report, it involves a combination of certain things: empathetic communication, targeted research and also tailored engagement strategies. Empathetic messaging is when you communicate project information using a language that acknowledges and validates stakeholders' emotions. Demonstrate empathy by recognizing the significance of the proposed changes to the community. You can also story-tell, share personal stories, testimonials that highlight the emotional aspects of the project. This can actually humanize the project assessment process and help stakeholders connect on a more emotional and personal level. Utilizing surveys, interviews, focus groups are also very good to explore stakeholders' emotional responses. You can put more into what they feel, the underlying causes of their emotions, develop mitigation strategies, also to identify emotional concerns. Strategies can involve having additional community programs or even counseling services.

There is a difference between empathy and sympathy. Empathy is the ability to understand and share the feelings of another person. Basically, by putting yourself in another person's shoes, experiencing what they're feeling and where the feeling comes from. Sympathy on the other hand involves recognizing, acknowledging another person's suffering without necessarily experiencing it yourself. In SIA interviews, empathy is generally considered more appropriate and effective than sympathy. Empathy involves you putting yourself in the other person's shoes, acknowledging their emotions; showing, demonstrating and understanding of their perspective. It builds rapport, stakeholders are more likely to feel understood, be heard and fosters the sense of trust and openness. It encourages honest communication and more willingness to share their genuine feelings. While, sympathy on the other hand, you're not exactly understanding and sharing their emotions and this can sometimes be perceived as a form of detachment. Stakeholders may perceive sympathy as a lack of genuine understanding and this sympathy might create a sense of emotional separation between the interviewer and the stakeholder.

You should listen actively, give your full attention to the stakeholder, make eye contact, avoid distraction, give full attention to the stakeholder to show that you're genuinely interested in what they have to say. Next, you validate the stakeholders' feelings, acknowledge their emotions that they are expressing even if you don't necessarily agree with them. So, the key here is understanding, even though you're not agreeing with them. For example, you might say, "I can see that you're feeling frustrated about this issue and I understand why" or you may say "it's understandable that you feel this way" or "your concerns are very important and I appreciate you sharing them". You may also use reflective listening, reflect back what you heard to ensure that you understood correctly what the stakeholders have said. For example, you might say, "if I understand you correctly, you're concern about the potential impact on the local environment, is

that right?” or “I understand that this is a significant concern for you” or you may say “it sounds like this project has a real impact on your community”. That's reflective listening. Please do avoid being judgmental and defensive, resist the urge to be defensive or dismissive even if stakeholders' viewpoint differs from yours. Remember again empathy is about understanding not necessarily agreeing.

Utilize open-ended questions to know more about their concerns, stakeholders concerns and perspectives. For example, “can you tell me more about why you feel this way”. Share their concerns. Let stakeholders know that you take their concerns seriously, that their input is valuable in the assessment process. You may offer support and solutions. If appropriate, suggests that their concerns could be addressed, or provide information on how their input will be considered in the decision meeting process. Also maintain non-verbal cues. Non-verbal cues are for example your body language, your facial expressions, they should reflect openness, attentiveness and genuine interests in understanding the stakeholders' perspective. For example, keep your body posture relax and open. Avoid crossing arms as this can come across as defensive and close-off. Lean in slightly during moments of active listening to show that you are fully engaged in the conversation, and also match the stakeholders' level of formality and energy. In psychology, we call this mimicking, as when you mimic your audience or your clients you will increase more fondness. The key in this non-verbal cue is always authenticity, so try to adapt this to also the cultural norms of the community. By demonstrating empathy you're showing the stakeholders that you respect their feelings and viewpoints. This establishes trust and rapport, even in situation where there may be disagreement or tension, but it creates a more constructive and collaborative atmosphere.

7. SOCIAL IDENTITY

Social identity and community dynamics affect SIA assessment, whether they agree or oppose the project. Social identity refers to the part of an individual self-concept that derives from their membership in a social group. Recognizing and respecting diverse social identity within the community are crucial in conducting a comprehensive and inclusive SIA.

An example of that involves social identity and community dynamics. A city is planning on constructing a new cultural center in a neighborhood that is rich for its cultural heritage. The community includes various social groups with distinct identities tied to their own culture and historical background. Some residents strongly identify with the historical aspect of the neighborhood, while some are more focused on the economic development opportunities. See here that there are two groups: one who prioritize cultural preservation those who may perceive that the cultural center as a positive contribution; but then there's the second group who focus on economic opportunities that may see the project as potential source of jobs and increasing economic vitality. How do you tailor engagement strategies? So, for those emphasizing cultural preservation, discussion highlights may focus on the center's potential cultural contribution; and for those

interested in economic opportunities, discussion should center around job creation and economic growth.

Let's talk about another example: a renewable energy company is proposing the installation of a solar farm in a rural area. The community includes farmers, environmental activists and residents of varying levels of awareness about renewable energy. You can see that each group has distinct social identities and perspectives, specifically the farmers may be concerned about land use, environmental activists focus on sustainable energy may be supportive, and other residents may have mixed feelings about the understanding. So, how are the engagement conducted? SIA consultants may recognize these diverse social identities; for farmers discussion may emphasize the minimal impact on agricultural practices; for environmental activists may engage through discussion on the project's contribution to clean energy; and for residents with awareness educational campaigns may be implemented. So, by doing this actually the consultants are ensuring that the decision-making processes are inclusive. Inclusive here implies that all the groups identified diverse social identities, considered needs and perspectives are incorporated in the SIA.

8. STAKEHOLDER ENGAGEMENT

How are stakeholders' engagement conducted? Why are stakeholder interviews actually conducted? This is the gist of the SIA. The stakeholders' interviews are conducted to know, to get to know deeper understanding of their perspective and concern about the proposed project. Effective communication is key to a successful SIA. It's important to consider the psychology factors, cognitive biases, perception, emotion, and social dynamics that have been discussed. This should be taken into consideration when crafting messages and engaging with the stakeholders. It is also important to build trust, whereby requires open, transparent and consistent communication. This fosters a positive environment for collaboration and ensures that stakeholders are heard and valued in the process.

How do you build trust and rapport? Here are a few strategies. When you start your interview, start off with a friendly greeting, introduces yourself, make sure that the participant feels comfortable at the beginning, then explain the purpose and process of the interview and what is it that they will go through. This helps set expectations and build trust. Active listening demonstrates genuine interests in what the participant has to say, listen attentively, to show understanding and also avoid interruption, let them finish, let them talk. You may have to use open-ended questions to put more into how to capture the underlying cues of their feelings and perspective. You may want to get answer more than a simple yes and no answer. Show empathy again, acknowledge the participants' feelings and perspective, even if they differ from yours. Understanding and validate the experiences, body language again is important, maintain positive and open, body language, smile, use gestures to convey warmth and receptiveness, then you have to build trust and confidentiality. You have to assure your participants that their input is treated confidentially and that their opinions

are valued. This encourages honesty and also openness. Avoid judgment bias remain neutral and non-judgmental, even if the participants express opinions and experiences that differ from your own. Clarify and summarize responses, just to ensure that you've understood them correctly. This shows that their input is actually valued.

You have to tailor your communication style to the preferences of your participant. Participating individuals vary in the manner to be engaged. Let's say some people may prefer a formal approach, while others may prefer a more casual conversation, so you need to adapt your communications style. Show appreciation, respect cultural differences, be mindful of the different cultural norms and practices that may influence your communication style. You have to respect and adapt to these differences. Show appreciation, thank the participants for the time in the beginning and for being willing to participate in the SIA process. So, when you express gratitude, it reinforces their contribution to the assessment process. If appropriate you can follow up to let your respondent know how their input was used in the assessment also demonstrate transparency, ensures that their input is also valued again.

During interviews of stakeholder engagements, not all is all right and shiny. We do face challenges as consultants. You will have some criticism or negative response but how do you deal with this? So, from the psychological perspective what you can do to deal with this criticism and negative reactions will be described. First, you can **develop emotional resilience**. Bear in mind that the criticism that you get is not personal. They are more of the stakeholders' reactions directed at the project or the process, not at you personally. This helps you separate your professional role from your personal feelings. Cultivate self-awareness, reflect on your own emotional responses to criticism, recognize and acknowledge your own feelings and seek healthy outlets to process them. Sometimes you get very overwhelmed after interviewing 300-400 respondents or having so many focused group discussions and this listening to their problems can get you overwhelmed. Not enough problems at home or your personal life but also problems from respondents. It's very important to seek healthy outlets to expel all this emotional burden.

Next is **affective communication** as discussed earlier; active listening, empathetic responses, being transparent, clearly communicating the purpose, methodology, and objective of the SIA to stakeholders. This transparency can build trust and alleviate concerns, as well provide regular updates if possible. Keep your stakeholders informed about the progress of the assessment and any relevant findings. Conflict resolution skills, address conflict constructively when you face any disagreements or conflicts, approach them with problem solving mindset. Focus on finding mutual beneficial solution rather than escalating the situation. You could also consider involving a neutral third-party mediator or facilitator to help navigate in these contentious issues and facilitate productive discussions. It could be someone with expertise in conflict resolution and community engagement, but the person should be trusted by the community for their neutrality. Do try to maintain professional boundaries, avoid becoming emotionally entangled. It's important to mention

how to empathize with stakeholders, but it's also important to maintain a professional distance, important to make objective assessments. Seek support from colleagues, discuss your challenging situation with colleagues for advice and perspective. Can turn to MSIA also for that.

It's also very important to prioritize self-care and well-being by engaging activities that promote mental and emotional well-being, for example in your hobbies, exercising, meditation and also spending time in nature. There is a significant body of research that suggests spending time in nature increases well-being. Don't hesitate to seek professional support if you must, if you're feeling very overwhelmed. Lastly reflect and learn, debrief, take time to reflect on difficulty or difficult conversation or situation.

What could be improved further for future engagements. Please remember that managing all the psychological impact of criticism and negativity is an ongoing process. You might be hit hard and it takes time to deal with it. The psychological impact. But by implementing all these strategies SIA consultants may navigate challenges, situation more effectively. That thoughts concluded the talk.lk. Few key takeaways in the talk just want to stress upon: first, understanding the psychological factors such as cognitive biases, perception, emotions and social dynamics is crucial in conducting a thorough SIA. Addressing the emotional impact of a project on stakeholders is very integral to a comprehensive SIA. Lastly, conducting effective stakeholder interviews requires active listening and empathetic responses and also strategies for managing emotions especially when dealing with sensitive projects.

9. QUESTION & ANSWER SESSION

Dr. Bala: The talk was very interesting. We'll open for questions. Perhaps I can start first. I have two questions. One, you mentioned the word empathy a number of times. Is it true that some people are born more empathetic than others, so that becomes quite natural for them. Some people have to drive very hard.

Dr. Suzanna: Yes, definitely. Some people have to try very hard. I guess it falls down to the person's personality and also their upbringing, the environment that they are brought up in. That really plays a role, but definitely some people have high level of empathy, while some people have none at all. They can practice the skill of being empathetic.

Dr. Bala: My second question is, you mentioned many strategies people have to do from body language to being empathetic, so for someone who is starting out with stakeholder engagement this is a lot to do. So, many of these things I guess comes through practice.

Dr. Suzanna: Yes, we learn along the way. The more you do the better you become. It's not easy to get it right the first and second time but provided you have the basic knowledge of what to do,

what not to do, in an interview and then you practice, you go on into the field and practice what you've learned and slowly, if you keep doing it. Imagine if you have 300 respondents by the end of that one project, you'll be an expert already. Because you would have met so many different people with different characters, the responses are sometimes different, so you will learn along the way for sure.

Dr. Bala: While we wait for other questions let me just continue with my third question. Sometimes you learn all of this but then you face a bunch of angry stakeholders and you forget all this.

Dr. Suzanna: Yes, that is so true. You just taken aback at the responses, but again that's where emotion regulation comes in. I do a lot of research on emotion regulation, and managing emotions, it's just really listening again to your respondent. Of course, we have the flight defense mechanism that you definitely want to go in and respond the same way as your stakeholders. But that's not the right way. Take a step back, have a quiet moment for a while to get your thoughts right in order to respond to your stakeholder. This actually takes lots of practice. You can't instantly know how to manage, as it is human interaction, it takes practice.

Elly: My question is about how best to deal with stakeholders, mostly urban people that they can support certain projects, but not nearby to their residence. Like 'not in my backyard' syndrome.

Dr. Suzanna: Let me try. We face all these sensitive projects, but again you have to think as what are the ways, what are the different ways that you can tackle. So, get to know the project well, how it affects the community, and how you can tackle from the community side of it. So that's where this engagement processes, whereby you have to go down the field, get to know them, ask them what are their concerns, and see how you can try to come in with how the project can mitigate all this concerns. It's also very project dependent. One needs to be very strategic in how they present information, how they use the human communication, try to engage, be on the good side, but it's also very project dependent.

Khairul Arifin: There are two questions. First, how do you handle a group where you have different types of stakeholders in the same group. For example, in a coastal reclamation project, you have fishermen and businessmen in the same group and they have views that are completely different. Second question is sometimes participants expect us the consultant to solve the problem for them, and the consultant get caught in between the desires of the client, the authorities and the people effected. So, how do you tackle this situation.

Dr. Suzanna: So, the questions with tackling the different groups that have different opinions, as said in my talk, you have this diverse social identity in the diverse group. So, when you're doing your focus group discussion, separate them, and tackle the issues that they are concerned about. So, if the fishermen have a certain concern, tackle that specific issue. Where else for the businesses,

talk about business economy development. We know they have different concerns, but we have to see what their concerns are, and tailor our engagement towards those concerns according to the groups. On the next question, they think we are their problem solvers, that's why I say sometimes you're so overwhelmed with their issues and then you also might have to find mental health assistance. Our job is not to solve their issues, our job is just to take into consideration their concern, report it back to the project proponent and then suggest ways, involve them in suggesting ways how to mitigate their concerns, how to solve their concern. So, instead of us, we can ask them back how do you think you want your problem to be solved. What are the ways that we can solve it so you could ask them for their opinion. Then, I think they would be heard, they would think that this consultant is listening, asking stakeholders opinion in how to solve this issue.

Lee Hwok Lok: How do we balance between sometimes trying to correct wrong information, or bias on the respondent side and not being too argumentative. Some people have their own biases against a certain project for certain reasons which could be wrong, so sometime we have the effects, but even we've presented facts in such a heated situation, still it may not work. So, should we just leave it like that with the wrong information, or should we argue back to correct information of the project.

Dr. Suzanna: Definitely in a heated argument, how are you going to present all these facts. They don't want to listen already. But there are ways that you could ease them, say by using the framing effects. Let's say they have misconceptions it's very important to correct those misconceptions, so with those biases known, we have to make them aware of what the truths are.

Dr. Bala: There are many projects where the SIA process starts late. By then there is already a lot of misinformation, a lot of rumors going around with lots of wrong information and by the time you reach to the stakeholders, they no longer want to listen to you. So, the right point is must always start early, engage earliest as possible.

Dr. Suzanna: Engage early but also try to ease them by giving them the truth, the right information. You have to give the right information, maybe then their perceptions would change.

Dr. Bala: Dr. Suzanna, you mentioned many things, if I would ask you what are the top three things that you want people to remember?

Dr. Suzanna: The top three things; when we're interviewing stakeholders, always put ourselves in their shoes, how would they feel, the emotions involve, I think recognizing that is the main thing in our SIA. So, recognizing emotions, and also going down to engage and manage emotions that's the most important.

Dr. Bala: I think with that we have come to the end. Thank you very much.

Acknowledgment

The contributions and deliberations of the panelist, Q & A participants and moderator during the MSIA Sembang SIA session are very much appreciated.

Disclaimer

In the spirit of inclusivity and transparency, MSIA is open and frequently invites experts of various fields and stakeholders to share their perspectives on how the SIA processes can be more effective. Their views are analysed and reported. Any views and assumptions expressed however are solely those of the panelist, Q & A participants and moderator and do not necessarily reflect that of MSIA.