ELIMINATE PAIN FROM CHANGE
Changes at work can bring resistance from employees. However, if managed well, change can be embraced by all. Pg 3

CHECK OUT THE TOP 3 overall winners of Malaysia’s 100 Leading Graduate Employers 2012 survey

THREE DYNAMIC ASTROLITES reveal what attracted them to the Astro family

EMOTIONAL INTELLIGENCE is an important ingredient for success

WINNERS IN THE 2012 SURVEY | PAGES 8–9

MALAYSIA’S 100 LEADING GRADUATE EMPLOYERS
I am not a big fan of awards. In fact, to me, winning awards is rather scary and intimidating. I hate having to make an award acceptance speech after winning an award. At least when you are nominated and lose, you don’t have to make a speech. Unfortunately, you occasionally win and are forced to say something other than “I want to thank my mother”.

In fact, after a few of these award ceremonies, I picked up a guide on how to write an award acceptance speech. From Wink How, I learnt that there are only seven steps to the process:
1. Open by thanking everyone involved in giving you the award
2. State how honoured you are, mentioning the award by name (even if you think the award is a waste of time!)
3. Share your thoughts about being awarded (especially how humbled you are to receive this award)
4. Say something inspirational
5. Thank everyone who collaborated with you on your work for the award
6. Thank everyone who gave you moral support. (Yes, here is where you thank your mother!) 7. End it on a final note of thanks

See, it’s not so hard. If you practise it enough, you will end up being really good at it. So, keep winning those awards so you can get more practice on acceptance speeches. Anyway, the reason I bring up awards is that this week in our special Malaysia Top 100 issue, we feature companies that have won awards as the leading graduate employees for 2012. More than 12,000 fresh graduates and undergraduates were given the privilege to participate in the prestigious Malaysia’s 100 Leading Graduate Employers survey. This is the fifth time these awards have been given out. With the sole aim of shedding light on the current recruitment trends, this survey enlightens employers on the career expectations of the current Gen Y employees. Their findings are interesting as Gen Y are no longer interested in the salary figure offered but also work life balance and job satisfaction.

In this issue, we feature the top three overall winners – PwC, Ernst & Young and Maybank. In the pullout, these winning establishments share with us why they think they were chosen as winners. These organisations share their work culture, visions and principles (yes, we forced them to tell us the secret to their success). Sector winners in this survey are also featured in this week’s issue. Some of the sectors are inclusive of the banking and financial services sector (Maybank beats CIMB), insurance sector (Great Eastern wins), broadcasting and media sector (Astro wins) and others. So, we hope you relish the opportunity to read about their stories of mentoring sessions and other special things they do to further develop your career. There are some great heart-warming opportunities provided for a dynamic career advancement in this week’s pullout. Valuable development programmes and trainings are provided by these organisations to enhance your talent and to help young people in their careers.

So, enjoy this special Malaysia’s Top 100 award issue. We hope our career guide will continue to inspire you this year to keep learning and growing. We have filled this issue with ideas and resources to help you grow your career. Keep leveraging our amazing videos and other resources which can be accessed online at www.leaderonomics.com and at our main home site www.mystarjob.com.

We wish you all the best in your career journey! Have a blessed new year and our best wishes for a wonderful 2013. Have fun developing and achieving your career resolutions for 2013 and have fun reading about Malaysia’s Top 100 companies in our pullout.

Warm regards,
Roshan Thiran
Editor, myStarjob.com & CEO, Leaderonomics

Roshan says
HOW TO TAKE THE PAIN OUT OF CHANGE AND MAKE IT ALL HAPPEN

By GEORGE KOHLRIESE
myStarjob@leaderonomics.com

WHEN automobile construction and repairs became computerised, there was a widespread feeling that many mechanics would not be able to make the switch. Despite this, the vast majority learned to use computers. The reason they accepted the change? The benefit of doing so was crystal clear and instead of being the disaster scenario predicted, the automotive industry provided one of the greatest change success stories of all time.

Contrary to popular belief (and what is often communicated by leaders), recent research demonstrates that people do not naturally resist change. What most people resist is the pain of the change. And although finding the benefit may often appear to be a challenge in itself, once it has become clear, the change is no longer painful. Every high performer, in fact, lives this every day – seeking change and taking risks for the resulting benefits.

Beneficial though the change may ultimately be, the pain needs to happen. In any life situation where loss and letting go are the order of the day, grieving inevitably has to take place for new bonding to be possible. By reaching out into new areas, being curious, and learning new things, change actually helps fulfill this innate need.

In a world where change has become a way of life, successful change is dependent on one key condition – feeling secure. In order to take any change on board willingly, people need a secure base from which to operate in order to feel trust and safety. Change in business is no different.

A secure base is not necessarily a man-made secure base from which to operate in order to feel trust and safety. Change in business – all of which are key economic factors. A major part of the solution is to ensure that managers are aware of the difference they can make to the dialogue, and CEOs and senior leaders, by definition, need to represent a secure base for even large numbers of people. A positive line manager who acts as a secure base, shows caring, and builds bonds, will be likely to enjoy the benefits of contented employees. Some of the most spectacular CEO failures have been simply because so much time was spent over-focusing on cost cutting, on goals, and on facts and figures, that they forgot the people and in the process, forgot to understand the pain people were going through. This is a guaranteed formula for creating resistance to change and failure.

THE WAY TO EMPLOYEE HEARTS AND MINDS

One of the principal attributes of any leader is to be able to provide a sense of protection, as well as help communicate why the change is necessary. In change processes where there are leaders who cannot communicate what the benefit is, the brain will indeed seek out every negative aspect it can find. Statistics show that more than 80% of change initiatives succeed when a secure base is present. In fact, the secure base can actually facilitate “re-wiring” the brain so that change becomes something we seek, rather than avoid.

Leading change is about bringing people with you. By the same token, leading change is a mindset. It is not about telling people to transform. It is about making people part of the dialogue, and CEOs and senior leaders, by definition, need to represent a secure base for even large numbers of people. A positive line manager who acts as a secure base, shows caring, and builds bonds, will be likely to enjoy the benefits of contented employees. Some of the most spectacular CEO failures have been simply because so much time was spent over-focusing on cost cutting, on goals, and on facts and figures, that they forgot the people and in the process, forgot to understand the pain people were going through. This is a guaranteed formula for creating resistance to change and failure.

TAKING THE LEAD

Bonding with employees may appear easy, but an astonishing 20% of people in organisations actually have no idea how to form positive emotional bonds. Be they managers unable to create bonds with employees or vice versa, the end result can only be destructive disconnection.

When those bonds are in place and secure, however, people have the space, the freedom and the courage to move forward – helping them gain the self-esteem that they need to perform their job correctly. The brain lives its natural way of being – seeking new neuron expansion through constant on going learning, challenge and change. Be it boss or employee, somebody has to lead the process. And if it works – bingo! What an opportunity! Change ceases to be something to be feared and becomes a novelty – something to pursue. Only then, will people go the extra mile to make it all happen. Positive risk taking becomes a way of life.

Professor George Kohlrieser is director of the High Performance Leadership programme at IMD in Switzerland. He is a former hostage negotiator and is an expert on driving organisational change. To leverage Kohlrieser for your corporate programmes in 2013, email: people@leaderonomics.com

WAYS TO DIMINISH OPPOSITION TO CHANGE AMONG EMPLOYEES

1 OWN THE CHANGES
Take responsibility of any change that takes place in the organisation. It does not matter where this change originated from. Once it has been approved by some organisation, you must own the change as you are going to implement it. Take meticulous care in planning on how to announce the change to your employees.

2 NOT BE HALF-HEARTED WHEN SUPPORTING THE CHANGE
You may not agree with the change implemented but once it has been made, there is no way it is going to be eliminated thus, you owe it your full support. By not fully supporting the new direction, it will show that you are undermining it. Once the change is finalised, it is your task to make it work. Anything else may be seen as disrespectful.

3 EXPLAIN TO YOUR EMPLOYEES WHAT IS IN IT FOR THEM
Usually a major part of resistance vanishes when employees understand the benefits a change can bring to them as an individual, a team and a department. Furthermore, they are bound to agree with something which will impact their career in a positive and fulfilling manner.

4 LISTEN TO YOUR EMPLOYEES’ FEEDBACK AND COMMENTS
A change may be insignificant to some employees but it may affect the job tasks of others. Never ignore your employees’ opinions and thoughts. Letting them express themselves and voicing out their feelings in a non-judgmental environment is bound to lessen any opposition towards change.

5 MAINTAIN A TRUSTWORTHY, EMPLOYEE-ORIENTED, CONDUCTIVE WORK ENVIRONMENT
If you are honest, well-liked and trusted by your employees, then the resistance towards change may not even occur. This is because your team is loyal to you and know that you are always looking out for their welfare. They will be willing to work with you and help you all the way to make this change work.
LEADERONOMICS OPENS IN PENANG

INVITATION TO CEO Roundtable

To mark the opening of our new offices in Penang, we would like to invite CEOs and business leaders to a networking session with Johan Merican (TalentCorp CEO) & Roshan Thiran (Leaderonomics CEO).

DISCUSSION TOPIC: Talent for the 21st Century

Date: Monday 21st January 2013
Time: 8:00pm - 9:30pm
Registration will be open from 7:00pm.
Light refreshments and finger food will be provided.
Venue: Level 3A, Star Northern Hub
202 Jalan Sultan Azlan Shah, 11900 Bayan Lepas, Penang

Please RSVP your attendance to Lily Cheah at lily.cheah@leaderonomics.com
## THE MOST POPULAR GRADUATE EMPLOYERS FOR 2012

<table>
<thead>
<tr>
<th>Rank</th>
<th>Employer</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PwC</td>
<td>Accounting &amp; Professional Services, Consulting</td>
</tr>
<tr>
<td>2</td>
<td>Ernst &amp; Young</td>
<td>Accounting &amp; Professional Services, Consulting</td>
</tr>
<tr>
<td>3</td>
<td>Maybank</td>
<td>Banking &amp; Financial Services</td>
</tr>
<tr>
<td>4</td>
<td>KPMG</td>
<td>Accounting &amp; Professional Services, Consulting</td>
</tr>
<tr>
<td>5</td>
<td>AirAsia</td>
<td>Leisure, Transport, and Hospitality, Transportation/Logistics</td>
</tr>
<tr>
<td>6</td>
<td>Apple</td>
<td>ICT and Multimedia, FMCG/Retail</td>
</tr>
<tr>
<td>7</td>
<td>72-1818 Group</td>
<td>Banking &amp; Finance Services</td>
</tr>
<tr>
<td>8</td>
<td>Petronas</td>
<td>Energy/Oil &amp; Gas/Utilities</td>
</tr>
<tr>
<td>9</td>
<td>Deloitte</td>
<td>Accounting &amp; Professional Services, Consulting</td>
</tr>
<tr>
<td>10</td>
<td>Public Bank</td>
<td>Banking &amp; Finance Services</td>
</tr>
<tr>
<td>11</td>
<td>Malaysia Airlines</td>
<td>Leisure, Travel, and Hospitality, Transportation/Logistics</td>
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<tr>
<td>12</td>
<td>Bank Negara Malaysia</td>
<td>Banking &amp; Finance Services</td>
</tr>
<tr>
<td>13</td>
<td>3Gaming Malaysia*</td>
<td>Leisure, Travel, and Hospitality, Plantation/Property &amp; Construction, Banking &amp; Finance Services</td>
</tr>
<tr>
<td>14</td>
<td>Shell Malaysia</td>
<td>Energy/Oil &amp; Gas/Utilities</td>
</tr>
<tr>
<td>15</td>
<td>ICGT</td>
<td>FMCG/Retail, Plantation/Property &amp; Construction, Leisure, Travel and Hospitality</td>
</tr>
<tr>
<td>16</td>
<td>Sunway Group</td>
<td>Leisure, Travel, and Hospitality, Plantation/Property &amp; Construction</td>
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<td>17</td>
<td>HSBC Bank Malaysia</td>
<td>Banking &amp; Finance Services</td>
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<td>18</td>
<td>Accenture*</td>
<td>Consulting</td>
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<tr>
<td>19</td>
<td>Citibank</td>
<td>Banking &amp; Finance Services</td>
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<tr>
<td>20</td>
<td>Samsung Malaysia*</td>
<td>FMCG/Retail, ICT and Multimedia, Manufacturing – Electronics</td>
</tr>
<tr>
<td>21</td>
<td>Sime Darby*</td>
<td>Energy/Oil &amp; Gas/Utilities, Plantation/Property &amp; Construction, Manufacturing – Automotive</td>
</tr>
<tr>
<td>22</td>
<td>Sony*</td>
<td>FMCG/Retail, ICT and Multimedia, Manufacturing – Electronics</td>
</tr>
<tr>
<td>23</td>
<td>IBM Malaysia*</td>
<td>ICT and Multimedia, Consulting</td>
</tr>
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<td>24</td>
<td>Nestle*</td>
<td>FMCG/Retail</td>
</tr>
<tr>
<td>25</td>
<td>Berjaya Corp*</td>
<td>FMCG/Retail, Leisure, Travel and Hospitality, Plantation/Property &amp; Construction</td>
</tr>
<tr>
<td>26</td>
<td>MEASAT</td>
<td>Broadcast Network Systems (Astro) Broadcasting/Media</td>
</tr>
<tr>
<td>27</td>
<td>BDO</td>
<td>Accounting and Professional Services, Consulting</td>
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<tr>
<td>28</td>
<td>ExxonMobil</td>
<td>Energy/Oil &amp; Gas/Utilities</td>
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<td>29</td>
<td>Schumacher</td>
<td>Energy/Oil &amp; Gas/Utilities</td>
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<tr>
<td>30</td>
<td>Dell Asia Pacific*</td>
<td>ICT &amp; Multimedia</td>
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<tr>
<td>31</td>
<td>Google*</td>
<td>ICT &amp; Multimedia</td>
</tr>
<tr>
<td>32</td>
<td>OSK Investment Bank*</td>
<td>Banking &amp; Finance Services</td>
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<tr>
<td>33</td>
<td>Media Prima</td>
<td>Broadcasting/Media</td>
</tr>
<tr>
<td>34</td>
<td>Proton Holdings</td>
<td>Manufacturing - Automotive</td>
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<tr>
<td>35</td>
<td>McKinsey &amp; Company*</td>
<td>Consulting</td>
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<tr>
<td>36</td>
<td>RHB Bank*</td>
<td>Banking &amp; Finance Services</td>
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</tbody>
</table>

### SECTOR WINNERS
<table>
<thead>
<tr>
<th>Sector</th>
<th>Winner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Professional Services</td>
<td>PwC</td>
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<tr>
<td>Banking &amp; Financial Services</td>
<td>Maybank</td>
</tr>
<tr>
<td>Broadcasting/Media</td>
<td>MEASAT</td>
</tr>
<tr>
<td>Network Systems (Astro)</td>
<td>Broadcast Network Systems (Astro)</td>
</tr>
<tr>
<td>Consulting</td>
<td>Accenture</td>
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<tr>
<td>Energy/Oil &amp; Gas/Utilities</td>
<td>Petronas</td>
</tr>
</tbody>
</table>

### MALAYSIA’S 100 LEADING GRADUATE EMPLOYERS 2012 RANKINGS

1. PwC - Accounting & Professional Services, Consulting
2. Ernst & Young - Accounting & Professional Services, Consulting
3. Maybank - Banking & Financial Services
4. KPMG - Accounting & Professional Services, Consulting
5. AirAsia - Leisure, Transport, and Hospitality, Transportation/Logistics
6. Apple - ICT and Multimedia, FMCG/Retail
7. 72-1818 Group - Banking & Finance Services
8. Petronas - Energy/Oil & Gas/Utilities
9. Deloitte - Accounting & Professional Services, Consulting
10. Public Bank - Banking & Finance Services
11. Malaysia Airlines - Leisure, Travel, and Hospitality
12. 3Gaming Malaysia* - Leisure, Travel, and Hospitality, Plantation/Property & Construction, Banking & Finance Services
13. Shell Malaysia - Energy/Oil & Gas/Utilities
14. ICGT - FMCG/Retail, Plantation/Property & Construction, Leisure, Travel and Hospitality
15. Sunway Group - Leisure, Travel, and Hospitality, Plantation/Property & Construction
16. HSBC Bank Malaysia - Banking & Finance Services
17. Accenture* - Consulting
18. Citibank - Banking & Finance Services
19. Samsung Malaysia* - FMCG/Retail, ICT and Multimedia, Manufacturing – Electronics
20. Sime Darby* - Energy/Oil & Gas/Utilities, Plantation/Property & Construction, Manufacturing – Automotive
22. IBM Malaysia* - ICT and Multimedia, Consulting
23. Nestle* - FMCG/Retail
24. Berjaya Corp* - FMCG/Retail, Leisure, Travel and Hospitality, Plantation/Property & Construction
25. MEASAT - Broadcast Network Systems (Astro) Broadcasting/Media
26. BDO - Accounting and Professional Services, Consulting
27. ExxonMobil - Energy/Oil & Gas/Utilities
28. Schumacher - Energy/Oil & Gas/Utilities
29. Dell Asia Pacific* - ICT & Multimedia
30. Google* - ICT & Multimedia
31. OSK Investment Bank* - Banking & Finance Services
32. Media Prima - Broadcasting/Media
33. Proton Holdings - Manufacturing - Automotive
34. McKinsey & Company* - Consulting
35. RHB Bank* - Banking & Finance Services
36. Shangri-La Hotels & Resorts* - Leisure, Travel & Hospitality
37. Bank Islam* - Banking & Finance Services
38. Bank Rakyat* - Banking & Finance Services
39. Boston Consulting Group* - Consulting
40. YTL Corp - FMCG/Retail, Leisure, Travel and Hospitality, Plantation/Property & Construction
41. Khazanah Nasional* - Banking & Finance Services
42. Fabungi Hiji - Banking & Finance Services
43. Bursa Malaysia* - Banking & Finance Services
44. Fohrer & Gamble - FMCG/Retail
45. Dutch Lady* - FMCG Retail
46. Intel Malaysia* - ICT and Multimedia, Manufacturing – Electronics
47. D’Oreal Malaysia* - FMCG/Retail
48. Hilton Kuala Lumpur* - Leisure, Travel & Hospitality
49. Lee Kew Lee - Telkomm/Telecommunications
50. Standard Chartered Bank - Leisure, Travel & Hospitality, Banking & Finance Services
51. British American Tobacco Malaysia* - FMCG/Retail
52. Crowe Horwath* - Accounting & Professional Services, Consulting
53. Si Grant Thornton* - Accounting & Professional Services, Consulting
54. Telkom Malaysia* - Telecommunications
55. UniLever (Malaysia) Holdings - FMCG/Retail
56. K&N Holdings* - FMCG/Retail
57. Mandarini Oriental, Kuala Lumpur* - Leisure, Travel & Hospitality
58. Marriott Hotels & Resorts* - Leisure, Travel & Hospitality
59. Microsoft Malaysia* - ICT & Multimedia
60. AmBank Group* - Banking & Finance Services
61. Cadbury Confectionery* - FMCG/Retail
62. Great Eastern Life Assurance* - Insurance
63. Hong Leong Bank* - Banking & Finance Services
64. Maxxis Communications* - Telecommunications
65. Pharmaragi* - Pharmaceuticals
66. Tesaga Nasional Bhd* - Energy/Oil & Gas/Utilities
67. AON Co (Jusco)* - FMCG/Retail
68. AL Rajhi Bank* - Banking & Finance Services
69. BMW Malaysia* - Manufacturing - Automotive
70. Halliburton* - Energy/Oil & Gas/Utilities
71. Hewlett Packard* - ICT & Multimedia
72. Petronas - Banking & Finance Services
73. Commission Malaysia* - Banking & Finance Services
74. Star Publications* - Broadcasting/Media
75. UMW Toyota Motors* - Manufacturing - Automotive
76. AirAsia - Banking & Finance Services
77. Alliance Bank* - Banking & Finance Services
78. Chemical Company of Malaysia (CCM)* - Heavy Industries
79. Ciso* - ICT & Multimedia
80. Frost & Sullivan - Consulting
81. GlaxoSmithKline Malaysia* - Pharmaceuticals
82. Oversea-Chinese Banking Corporation (OCBC) Bank* - Banking & Finance Services
83. Radio Television Malaysia (RTM)* - Broadcasting/Media
84. Sin Chew Media Corp* - Broadcasting/Media
85. Barclays* - Banking & Finance Services
86. Boustead Holdings* - Manufacturing – Chemicals & Heavy Industries, Plantations/Property & Construction, Banking/Investment/Financial services/Regulation
87. Celcom Axiata* - Telecommunications
88. Gamuda* - Plantation/Property & Construction
89. New Straits Times Press* - Broadcasting/Media
90. Panasonic Group* - FMCG/Retail, ICT and Multimedia, Manufacturing – Electronics
91. Pfizer Malaysia* - Pharmaceuticals
92. Starwood Hotels & Resorts* - Leisure, Travel & Hospitality
93. Sun Media Corp* - Broadcasting/Media
94. Technip* - Energy/Oil & Gas/Utilities
95. Titan Chemicals Corp.* - Manufacturing – Chemical & Heavy Industries
96. Agenent Technologies Malaysia* - Manufacturing – Electronics
97. Baker Hughes Malaysia* - Energy/Oil & Gas/Utilities
98. Deutsche Bank Malaysia* - Banking & Finance Services
99. Digi* - Telecommunications
100. ECIU Libra Financial Group* - Banking & Finance Services
101. IAT Corp* - Leisure, Travel and Hospitality, Plantation/Property & Construction
102. Perodua (Perusahaan Otomobil Kedua)* - Manufacturing – Automotive
103. Prudential Assurance* - Insurance
104. Quantum Assurance* - Insurance
105. Qualitas Medical Group* - Pharmaceuticals
106. Tan Chong Motor Holdings* - Manufacturing – Automotive
107. Volkswagen Malaysia* - Manufacturing – Automotive

* Tied position

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**Patrick Ng** (right), partner from PwC (Winner), Lee Soo Fern (second from left), partner, Asian People Leader from Ernst & Young (left) and Nora Manaf (left), senior executive vice-president and head, group human capital from Maybank (2nd Runner-up) join John Merican, CEO of TalentCorp.
MALAYSIA's 100
LEADING GRADUATE EMPLOYERS AWARDS 2012

YOUNG GRADUATES SELECT THEIR EMPLOYERS OF CHOICE

BY PREMA JAYABALAN
prema.jayabalan@leaderonomics.com

TAKING place for the fifth consecutive year, the Malaysia’s 100 Leading Graduate Employers survey is the most popular graduate employers’ survey in the country as voted by students and fresh graduates in the Trendence Graduate Barometer – Malaysian Edition. This survey is a collaboration between Trendence and Group GTI. Trendence is Europe’s largest employer branding research institute and is part of Group GTI.

This survey, conducted on a large-scale, strives to shed light on the latest graduate recruitment trends. It enables employers to gauge what undergraduates and fresh graduates expect from a job. This information can then be used by employers to fine-tune their talent acquisition efforts on Malaysian campuses.

The survey conducted in 2012 secured the participation of over 12,000 Malaysian students and fresh graduates. This comprised mostly of students studying locally and also students studying abroad. The survey took about 20 minutes to half an hour to complete.

Sections covered in this survey included work expectations, working environment, remuneration and benefits, in order to gauge what the current generation of young employees seek. By understanding this, employers are able to develop methods to attract young talents and decrease the high turnover rate among employees.

In the latest survey conducted in 2012, PwC emerged as the overall winner, followed by Ernst & Young and Maybank.

EMERGING overall champion in Malaysia’s 100 Leading Graduate Employers survey for the third time this year is no easy feat for any organisation, especially when it is piloted amongst a list of top notch international MNCs and local giant companies. Nevertheless, undeterred by all these obstacles, PwC has proven its worth by bagging this title as well as being the winner for the accounting and professional services sector of this survey for the fourth time. PwC attributes its win to the fact that it understands Gen Y employees.

PwC is proud to have leaders who understand the current generation of employees and are passionate about engaging them. Business leaders take an interest in getting to know the Gen Y and have taken it upon themselves to engage with potential recruits at various university and college campuses. Effort is also made to meet with their very own Gen Y employees to grasp and understand their needs and desires. The social media platform is tapped to the fullest by this organisation to reach out to the Gen Y as this is the platform which they have grown up with.

As a fresh recruit at PwC, you are in for an ocean of knowledge and experience as you are entering an establishment that is rich in clientele and people with diverse backgrounds and experience. This organisation, which hires between 200 and 300 fresh graduates a year, offers valuable lessons on career development and you get the fantastic opportunity to experience an array of PwC network from the start. If you are diligent and yearn to succeed, then the vast opportunities in this establishment will enable you to develop through much exposure and continuous learning. Here, the opportunity for career advancement and recognition is endless if you are proven worthy. The organisation recognises its potential employees and strives to support its talents in sharpening their skills, climbing the career ladder and achieving overall success on the job front.

What drives PwC is the aim to make a difference at the end of the day. True, generating revenue is important but a significant amount of time and money is put into initiatives that make a difference to the community. PwC leaders take the time to actively mentor Gen Y student groups and collaborate with them on various activities. Corporate Responsibility initiatives are given a huge emphasis as it is a passion at PwC Malaysia. An array of pro bono work has been done for organisations such as Mercy Malaysia and Teach for Malaysia, as well as for underprivileged children.

The aim of wanting to make a difference and the dedication put towards it has made most of PwC’s endeavours a huge success. Employing more than 180,000 people across 158 countries around the world, PwC is the world’s largest professional services organisation. Globally, it audits 84% of the Fortune 500 Group and has an extensive revenue base.

Having been an integral part in the growth and progress of Malaysia since 1900, PwC Malaysia works with global companies and grows businesses, public sector entities and local companies, providing industry-focused assurance, and tax and advisory services with the aim to be consistent in its services. PwC starts by asking questions to get to know you and your business, and then goes on to work with you to identify the goals critical to your corporate strategy.

So whether you’re looking to build trust, understand the Gen Y in your workplace better, or do something new with your business, PwC understands exactly what you need.

PwC conducted a survey on what Malaysian Gen Y’s want from work. You can download the publication from the PwC Malaysia website: http://www.pwc.com/my/en/publications/millenials-at-work-2012.jhtml
ERNST & YOUNG is an organisation that takes pride in its leading people culture which celebrates integrity, embraces diversity and rewards quality. It upholds its people values of integrity, respect and collaboration, and ensures that its employees are provided opportunities to achieve their full potential on the professional and personal fronts.

This organisation has added yet another feather to its prestigious hat, recently by emerging the first runner-up in the 2012 Malaysia’s 100 Leading Graduate Employers survey.

This esteemed establishment is a global leader in assurance, tax, transaction and advisory services. The organisation has 167,000 people worldwide who are united by its shared values and a firm commitment to quality. This organisation strives to make a difference to its people, clients and community by helping them achieve their aspirations and potential. Ernest & Young attributes its success in the M100 awards to the fact that it encourages its people to be themselves and helps them tap their full potential, both professionally and personally. It does not just recruit the best talent, but also facilitates continuous learning and development opportunities that enable its employees to widen their horizons and grow in their careers.

Ernest & Young believes in engaging with young, aspiring professionals, sharing with them how it functions as well as providing them the knowledge and skills to succeed in this profession. Career fairs, career talks, visits to institutes of higher learning, active support of student activities and Ernest & Young’s career page on Facebook are some of the channels leveraged to engage with students and graduates.

Fresh graduates who start a career at Ernst & Young can expect to move into a senior role within two years, if their performance record meets with the high expectations of the firm. In their new positions, they can look forward to exciting tasks and opportunities especially those that require leadership skills. These include leading teams, managing staff, planning and coordinating projects, as well as working closely with clients and producing effective solutions that are in line with the clients’ needs and requirements.

All these provide valuable opportunities for young professionals to shoulder key responsibilities in the early stages of their career, and offer them the chance to enhance their skills in communication, people management and project management.

In line with its commitment to develop its people, Ernst & Young has invested substantially in a structured career development framework of its own called EYu’s (Ernst & Young’s). This specially designed programme provides holistic professional and personal development through classroom learning, actual experiences and coaching. Ernest & Young leaders also play an active role in mentoring and coaching its people towards taking ownership of their own career development.

Each year, Ernst & Young hires more than 400 graduates and offers internships to undergraduates, with the emphasis on quality rather than quantity. It looks for people with a balance of academic excellence and active involvement in sports, clubs, societies and community work. Good interpersonal and communication skills, a positive attitude, and a willingness to learn and work hard are some of the other qualities looked for in applicants.

Beyond excellence in the workplace, Ernst & Young also encourages its people to make a difference in their communities through its corporate social responsibility programmes that focus on education, entrepreneurship and environmental sustainability. At Ernst & Young, one is never short of opportunities for development and achieving potential, be it in the career or the personal and social fronts.

FROM a humble beginning in 1960, Maybank is ubiquitous throughout the nation as the largest banking and financial group in Malaysia as well as making its mark as a growing regional financial services provider. Ernst & Young has invested substantially in a structured career development framework of its own called EYu’s (Ernst & Young’s). This specially designed programme provides holistic professional and personal development through classroom learning, actual experiences and coaching. Ernest & Young leaders also play an active role in mentoring and coaching its people towards taking ownership of their own career development.

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Maybank is the first financial institution in Malaysia to introduce a unique region-wide international business case competition.
MAYBANK COMES OUT ON TOP FOR BANKING AND FINANCIAL SERVICES

WHY MAYBANK IS SECTOR WINNER:

1 VALUE PROPOSITION

GO AHEAD.

MAYBANK offers a series of entry level pipeline programmes aimed at developing business awareness, preparing its talents for the future.

2 IT’S BRAND

MAYBANK has built an extraordinary organisation, a brand that is both admired by its customers as well as talent. Its recent achievements are a testimony of its continuous efforts in attaining leadership positions in both business and the talent space.

3 DEVELOPMENT PROGRAMME

MAYBANK offers significant prospects to its employees. It keeps true to its dedication for banking and a borderless working environment to break boundaries and set the benchmark across 20 countries it operates in.

3.1 CROSS SECTOR ROTATION JOURNEY

MAYBANK is known for its cross sector rotation journeys to another sector to see how different sectors within the bank are inter-related and gain more knowledge.

4 CORE VALUES

TEAMWORK We work together as a team based on mutual respect and dignity.

INTEGRITY We are honest, professional and ethical in all our dealings.

GROWTH We are passionate about constant improvement and innovation.

EXCELLENCE & EFFICIENCY We consistently deliver outstanding performance and superior services.

RELATIONSHIP We continuously build long-term and mutually beneficial partnerships.

CORPORATE RESPONSIBILITY

Maybank takes pride on being a responsible banking institution both in Malaysia and in the various international markets where it has presence. Its strong commitment to corporate responsibility is a representation of the organisation’s core values.

TEAMWORk.

MAYBANK BANKING SERVICES

- Core / Support Department
- Core / Support Department
- Core / Support Department
- Core / Support Department
- Core / Support Department

MAYBANK GLOBAL NETWORK

- 4,600 Branches
- 22 Million Customers
- 36,000 Employees

MAYBANK FUTURE HIRING

- 128 Graduate Internships
- 238 Graduate Programmes
- 600 Management Associate Programmes
- 1,000 Graduate Trainee Programmes
- 500 Graduate Management Trainee Programmes

MAYBANK LEADERSHIP DEVELOPMENT PROGRAMME

- 2000 Maybank Leaders

MAYBANK EXECUTIVE / SENIOR EXECUTIVE PROGRAMME

- 500 Maybank Leaders

MAYBANK PERSONAL AND BUSINESS SERVICES

- Core / Support Department
- Core / Support Department
- Core / Support Department
- Core / Support Department
- Core / Support Department
LIE TO GET WHAT YOU WANT

By SYMON SINEK

ON this particular night, Michael ordered the soup. “Is it vegetable stock or chicken stock?” he asked the waitress.


My friend Michael is a strict vegetarian. He loves going out for dinner. He can’t enjoy a meal if he knows that he’s going to be eating meat. He’s always trying to find something that he can eat. He always orders the vegetarian option. He’s tried many different places and he’s never been disappointed.

We went out for dinner recently. I witnessed a little trick he uses to ensure that he gets what he wants. He ordered the vegetable soup at Michael’s. When the waitress handed him the bowl of soup, he looked good and smelled even better.

“Sure, this is the vegetable stock, right?” I asked the waiter. “Vegetable,” he replied. “Of course!” you say. “Michael continued. “I can’t have it if it’s chicken-based.”

“Then double check their work a hundred times before sending it to the client, then they are no longer accountable... we are. If we demand that someone else provides us permission before doing anything, then we are the ones giving permission as opposed to assigning responsibility.

People are funny animals. When given serious responsibility, we tend to take it seriously and almost always rise to the challenge. The best organisations know this well. They don’t assign tasks to other people, they assign responsibility. And with shared responsibility, people tend to seek help from each other more often, increasing the quality of teamwork. The reason is simple, when we work together, we’re more likely to succeed than if we work alone. It’s the most poetic paradox of all.

The more individual accountability we give to someone, the more they are willing to accept the help of others to ensure everything goes right even the waiters knew that.

By EVA CHRISTODOULOU

eva.christodoulou@leaderonomics.com

ONE day, you open up the paper and read a brand story about a company that you’ve never heard of before. You’re curious and you read on...

GEvolution

“GEvolution” is a regional group with operations in Malaysia, Singapore, China, Brunei, Vietnam and Indonesia. Regional development opportunities form part of career development. Great Eastern is also part of the OCBC Group. Intercompany cross-polli...
I have always been interested in the broadcasting industry from a young age but as the digital media gained popularity, my initial career plan was to develop my knowledge and expertise in the digital creative and media industry via agency roles. Ironically, Astro became my client in both of my previous job roles, thus allowing me to work closely with the team, witnessed its business growth and identified exciting opportunities whereby digital media could really flourish. I admire how Astro is dedicated towards innovation and pushing the boundaries to make great things happen. Once I was ready to make my next career move, Astro easily became my top choice! It’s “the” company that has the edge to always be at the forefront, has the right ideas and is open to exploring new digital ideas. It is a dynamic organisation that openly promotes multi skills and talents, and freedom to explore one’s interest and creativity.

Astro has strong focus on continuous learning, and has made significant investments to develop its people. I have been given opportunities to learn from Harvard professors, attended conferences and met clients’ actions. At Astro, however, we can really “make things happen” as we are all given a platform to continuously explore new ideas. For example, for our Astro On-The-Go launch earlier in the year I managed to run two innovative ideas that are now being featured in CampaignAsia as success case studies:

- Asia’s first ever “Human iPad theatre” to show our offering of “your favourite programmes anytime, anywhere” in a creative digital-on-ground integrated way.
- The world’s longest online banner powered by the people which united thousands of Malaysians nationwide via their love for Astro On-The-Go and turned them into advocates of our new service. (We tripled the 2011 record.)

Aside from business objectives, we are also given a platform to make a difference in people’s lives. That’s why I am proud to be a part of our recent “Go Beyond” campaign – Astro’s new mantra and approach that we are now taking to the public as part of a nationwide movement to spread positivity and inspire others. Our aim is to better ourselves, inspire and help the community to go beyond. We truly hope to make a difference even in the smallest of ways.

Astro also invests heavily in its talents, continuously looking for ways to nurture and develop the skills and expertise of its people. I was given the opportunity recently to attend a smart TV and multi-screen advertising conference in San Francisco which not only only allowed me to gain insights for my “New World TV” strategy but also to network with industry leaders outside the region and make valuable contacts. No wonder there is strong pride of ownership among Astroites!

REASONS FOR JOINING ASTRO

I was attracted by Astro’s reputation as a leading integrated consumer media group. I was inspired by the senior management of Astro who took the time to interview me, and shared its vision for the company. I wanted to be a part of a company that can touch and enrich the lives of millions of Malaysians.

At Astro, I meet and work with all types of interesting, fun-loving, smart and passionate people from different backgrounds, ranging from TV personalities to radio announcers, magazine editors, sales experts, technologists, etc. It is a melting pot of culture and ideas here.

THE LEARNING AND LIFE EXPERIENCES AT ASTRO

Astro has strong focus on continuous learning, and has made significant investments to develop its people. I have been given opportunities to learn from Harvard professors, attended conferences and met industry captains and experts from all over the world. Astro also has many employees and business partners who are experts on various subject matters with in-depth experience.

I am very grateful to have come under their wings; to be taught and mentored by these talented people throughout my career in Astro.

Newscasting is at the heart of Astro’s culture. The company acknowledges the rapidly changing media landscape, and understands the need to swiftly deploy new products to take advantage of the trends. Everyone here understands that innovation is not just about great ideas, but it is a process of people putting great ideas into action with passion. Innovation is about Astro’s workforce working really hard on something they are passionate about for the customers.

I am really proud to be a part of this vibrant and passionate Astro team.

OPPORTUNITIES AT ASTRO

No matter what your position or seniority is, you can contribute and be involved in big projects as long as you have great ideas and are passionate about making a difference. Recently, I was given an exciting and huge responsibility to lead the strategy and business intelligence department. I was also involved in AstroOnDemand IPTV and the company’s initial public offering exercise.

REASONS FOR JOINING ASTRO

I decided to take a short course while in London, and landed on the TV Presenting Master class taught by the renowned Peter Purves. Upon returning home to join Astro, I expressed my new interest in broadcasting to the HR department, and an interview was set up with Astro Awani almost immediately. I am now pursuing a career in broadcasting where I have worked with so many amazing people, gained new experiences, and, I am truly happy with my new direction. I have never looked back since.

THE LEARNING AND LIFE EXPERIENCES AT ASTRO

I have the deep satisfaction of knowing that my ideas and work is acknowledged and appreciated. The sky is the limit and I’ll continuously have room to grow. At Astro Awani, I have had the opportunity to interview congressmen, ministers, economic and business leaders. Not to mention that in less than a year in this news outfit, I am already hosting my own programme entitled "Women in Management which not only opened my eyes but those of my viewers on serious issues pertaining to women. The first season has just been wrapped up and we are now working on our second season.

OPPORTUNITIES AT ASTRO

I work with amazing people who are not only my colleagues but they have become part of my family. Indeed Astro Awani is a big creative melting pot of diverse talents. The 11 months that I have gone through here have been simply amazing and thrilling. I must say that I’ve achieved quite a feat, getting involved in so many things covering business news, reading prime news to business development and hosting my own show. I’ve also been building up my forte on Asiam issues. My achievement is made possible thanks to the encouragement and support of the management. Its trust and empowerment of the staff has unleashed a lot of “hidden” talents and brought out the best in us.

THE CONSUMER MEDIA ENTERTAINMENT GROUP IS A MAGNET FOR YOUNG TALENTED MALAYSIA

The 11 months that I have gone through here have been simply amazing and thrilling. I must say that I’ve achieved quite a feat, getting involved in so many things covering business news, reading prime news to business development and hosting my own show. I’ve also been building up my forte on Asiam issues. My achievement is made possible thanks to the encouragement and support of the management. Its trust and empowerment of the staff has unleashed a lot of “hidden” talents and brought out the best in us.
N a fast-paced workplace, effective communication is vital. The last thing you want, when everything is happening and the clock is ticking, is to sit around and decode a vague, ambiguous email or delivering something completely off-tangent because your team simply couldn’t understand what the boss wanted. Effective communication can make the difference between success and failure, so here’s how to make sure your communication skills are up to scratch.

BE CLEAR AND POLITE
Don’t beat around the bush. There is no point in delivering a speech when a sentence would do, so replace “This document is very important both to the client and myself” with “I would be grateful if you could have a look at it by 6pm today,” with “Please prepare this document by 6pm today, thank you” if possible.

However, while keeping things short and simple is important, do bear in mind that common courtesies shouldn’t be abandoned altogether. Mind your Ps and Qs, or your succinct sentence structure – mumbling does not help with understanding. Make an effort to hold eye contact across your chest, you will be seen as more approachable, and people tend to tend towards you in a conversation, do watch your tone. It’s important both to the client and your colleagues, so would it be too much of a hassle to get it on my desk at around 6pm today?”

BODY LANGUAGE
Body language, or non-verbal signals, is very important in communication; in fact, people tend to decode a vague, unfinished, or poorly worded email as a picture based on what they hear with the kind of signals they get from body language. For instance, if you cross your arms across your chest, you will be seen as being defensive, and you may have noticed how people seem more trustworthy if they are incapable of holding any sort of eye contact. Flipping energetically through your papers while someone is talking shows impatience, and your colleague might leave before getting their point fully across because your demeanour shouts “I’m too busy for you!”

Make an effort to hold eye contact and maintain “open” body language i.e. arms by your sides and leaning slightly forward so no one will feel dropping half a message at your feet and scurrying away! Your colleagues may not be able to understand what you mean if you type “lyk diz.”

ASK AND REPEAT
Sometimes, it’s just hard to understand what the other person is saying. That’s normal! If you are in any way unsure of the message, it helps to ask questions, like “I’m not sure what you mean, could you please explain it to me again?”

Open-ended questions help lessen misinterpretation, as it allows the other person to provide you the context you need to understand, but if help is needed, you could try asking, “Did you mean...?” to help the process along. After the explanation, do try to paraphrase what was said so that both parties can confirm that the message has been delivered and understood.

LISTEN!
Put down your phone/tablet/notebook and pay attention to what is being said. Don’t try to divide your attention between a message and something else, because chances are you will miss chunks of the message and can potentially miss the essence of what is needed to be said.

Wait until the speaker has finished before jumping in, as interruptions could cause the entire conversation to go off on a tangent and miss the main point altogether.

After the other person has finished speaking, you can pose your questions. It helps to make notes, so you can remember your questions (especially if it’s a long call).

END CLEAR EMAILS
Email communications are great for reference, as everything is in black and white. However, there are good emails and there are bad emails. Be clear and concise when writing an email, not everybody has the patience to excavate through paragraphs of text just to extract your meaning. Keep it simple, and try not to use “SMS language” especially if you’re emailing your boss!

Your colleagues may not be able to understand what you mean if you type “lyk diz.”

That being said, emails are all well and good but when it comes to bad news, nothing beats a personal face-to-face conversation so you just have to brace yourself and deliver that message in person.

The art of communication is one that is taken for granted all too frequently, but hopefully with these pointers, miscommunication will soon be a thing of the past.

By LIM MAY LEE

By TERRY SMALL
EMOTIONAL intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

There are essentially four branches of EI as proposed by Salovey and Mayer:
1. The ability to perceive emotions;
2. The ability to reason using emotions;
3. The ability to understand emotions and;
4. The ability to manage emotions.

How does this relate to the work environment, or the success of leaders and/or businesses? If you are like most professionals, you have a highly developed sense of the opportunity cost of your time. In this day and age, we always seem to be rushing from one activity or meeting to the next. We are consciously or sub-consciously aware that time devoted to one issue means time taken away from another. Many years ago, Mintzberg wrote in his now classic book, The Nature of Managerial Work, that the prime occupational hazards of managers and leaders is superficiality. This is unfortunately often the by-product of time pressures. This work was first published in 1973, can you imagine how much has changed since then?

One of the most costly consequences of this relentless demand on a leader’s time is their propensity to slink as closely as possible to the realm of facts and intellect – to value these truths that can be ordered, analysed, defined, dealt with, and contained. Emotions seem leaky. People get riled up, and who knows where the time and energy might go. Have you heard someone say, “Let’s just keep emotions out of this, and deal with things rationally?” Yet research show that emotions, properly managed, can drive trust, loyalty, and commitment, which has led to some of the greatest productivity gains, innovations, and accomplishments of individuals and organisations. Nick Zemirk, a former leader of an executive team at Ford, provided by your own emotions as well as those of others. A philosopher once said, “If you look for truth outside yourself, it gets further and further away.” We begin building our emotional intelligence by starting with emotional honesty. How often have you observed a performance evaluation, problem, or breakdown in emotional literacy. This step includes developing a clear and useful vocabulary that recognizes, most dynamic organisations, and most satisfying and successful lives. We need to accept that we cannot separate our emotions from our intellect.

In order to have the most beneficial outcomes both at a personal and professional level, we need to have both, and we need to ensure that they are working together.

We are there any case studies that support this theory. Studies show that a significant part of an organisation’s profitability is linked with its work life, which is biased largely on trust and loyalty. Both within the organisation and with outside people. Profitability is also linked to the way your employees feel about their colleagues and the company. The US Air Force used the EQ-i 1 to select recruits (the Air Force’s front-line HR personnel) and found that the most successful salespeople scored significantly higher in emotional intelligence competencies of Assertiveness, Empathy, Happiness, and Emotional Self-Awareness.

An analysis of more than 300 top-level executives from fifteen global companies showed that emotional competencies distinguished stars from the average. These six competencies were influence, team leadership, organisational awareness, self-awareness, achievement drive, and leadership.

At Corlet, sales agents selected on the basis of certain emotional competencies significantly outsold salespeople selected using the company’s old selection procedure. On an annual basis, salespeople selected on the basis of emotional competencies outperformed other salespeople, US$317,300 more over other salespeople did, for a net revenue increase of US$5,558,369.

After supervises in a manufacturing plant received training in emotional competencies such as how to listen better and help employees resolve problems on their own, lost-time accidents were reduced by 50%, formal grievances were reduced from an average of 15 per year to three per year, and the plant exceeded productivity goals by US$250,000.

Research by the Centre for Creative Leadership has found that the primary causes of derailment in executives involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

So how can people become more emotionally intelligent?

The good news is that, emotional intelligence may be learned at almost any age. Firstly, we need to challenge ourselves in the course of our busy days, to deal more directly with the information, energy, and creative power provided by your own emotions as well as those of others. A philosopher once said, “If you look for truth outside yourself, it gets further and further away.” We begin building our emotional intelligence by starting with emotional honesty. How often have you observed a performance evaluation, problem, or breakdown in emotional literacy. This step includes developing a clear and useful vocabulary that recognizes, respects and values the inherent wisdom of feelings. It is of no practical use if we identify and understand the emotional setting that we are in, but then are unable to communicate effectively.

Thirdly, we need work on emotional fitness. Robert Galvin, one of the ex CEOs of Motorola, who oversaw the transformation of an organization from a sleepy appliance maker to a high-tech power house, often accredited his father’s influence for his ability to turn around a corporate culture. His father treated him with kindness and understanding of optimal emotional settings. Without it, there can be no co-operation between people, teams, departments, and divisions. If there is no trust in an organisation, people become obsessed with protecting their backs and what they call the “hot seat.” Without trust, leaders feel compelled to draw up procedures in detail for even the simplest of transactions.

The last step is emotional depth. This is really the toughest of all, as it embraces a hard look inside ourselves. We need to understand our own emotions, their origins, to act with authenticity and integrity – to act beyond our title and rank, and influence others in a positive way. This is an ongoing process, and a journey rather than a final destination.

Sometimes our world-views and paradigms cause us to become set in patterns of behaviour, to become stuck as it were. We need to evaluate what our strengths and weaknesses are and how these are being manifested in our personal and professional lives. If we are able to develop diversity within the workplace, that embraces the logical, the creative, the diverse, and as well as the emotional, authentic, and empathetic – we have a winning formula.

When we integrate all that we know, with all that we feel – that is called confidence. This is the drawing together of all our disparate talents, purposes, and capabilities into an indivisible whole.

One of the foremost challenges facing leaders and organisations today, is how to learn to lead through emotional intelligence and reasoning, instead of abstract ideas and analytic, and how to lead through an understanding of emotion, rather than an expression of habit, and essence instead of surface.
A new global study by LinkedIn pinpoints Google, Apple, and Microsoft (in this order) as the world’s most desired employers.

The Employee Intentions Report showed that 46% of respondents surveyed rated career progression as the most important factor in their decision to change jobs.

A study on Malaysian job seekers showed that for 30% of the respondents, an increase of between 21% and 25% in their pay is required to motivate them to leave their current jobs.

AON Hewitt reported that Employers of Choice had lower employee turnover levels and significantly higher percentages of employees being internally promoted.

58% of Malaysian employees surveyed in a study revealed that they intend to look for job opportunities outside Malaysia, with Singapore being the main destination of choice.

68% of Malaysian respondents believe that employment conditions in their profession will improve compared with the current market.

Research by AON Hewitt shows that organisations that are Employers of Choice achieve double the growth in profit levels compared with other organisations.

The top area for expatriates to advance their careers in Malaysia is accounting and finance, followed by banking and financial services.

A report by Michael Page International showed that 68% of Malaysian respondents believe that employment conditions in their profession will improve compared with the current market.

The top area for expatriates to advance their careers in Malaysia is accounting and finance, followed by banking and financial services.
HI, Shaz,

I'm currently working in the manufacturing industry and hold various positions which include operation management, project management, and process engineering. I have six years of work experience. In terms of academic qualifications, I have a degree in mechanical engineering and an MBA in finance. I am also a certified safety and health officer at the local authority. My designation is senior executive/engineering, but my peers have performed better in terms of career and salaries. My interest is to work in the oil and gas industry, but there are obstacles in my pursuit of my dream career. I had approached the management to express interest in the environment, health, and safety department but my boss insisted that I remained in my current position as the company was grooming me to become a manager. I have tried to find other jobs in safety and health but most of the positions are for juniors. I need your advice on this.

Regards,

SHAZ

Dear Shaz,

You have reached a point of your life where you are already familiar with the various functions and roles in a typical engineering-based industry. Your inclination to pursue a career in EHS is probably driven by your interest and passion for the function after your observation and training in this area. It is always a good trait and habit to know what you want and pursue it whole-heartedly which in turn increases the chances of success as you will be fully-committed to the pursuit.

There may be various reasons why your management prefers you to stay on in your current job. One major reason could be they noticed in your current job as well as saw your effectiveness and contribution you will be fully-committed to the potential in you to climb the hierarchy. It whole-heartedly which in turn increases the chances of success as you will be fully-committed to the pursuit. In such case, list down these hurdles and start categorising to see what’s within your circle of influence and control and what’s not. Then, just focus on challenges which are within your control. Prioritize which “hurdle” to address first.

Remember to look at challenges as great opportunities to learn, then it will be less stressful. Shaz, I couldn’t ascertain from your mail if you had any experience in EHS that helped you decide that this is the area you wish to focus on in your career. Knowing why you want a change in career will give you the motivation to persevere through tough times. Be sure that it is a passion that is driving you TO the job and not burnout or demoralisation that is driving you AWAY from your current job.

Once you are certain that this is a career goal for you, then look at how you can make this happen! Approach your management again. This time, instead of asking for a transfer, ask for an EHS project that you can be part of/lead in addition to your current job. This is a good opportunity to “showcase” your knowledge and skills before you approach the management for a transfer again. Additionally, this will help you ascertain if this is what you really want. However, if your company is not ready for such arrangements, consider other companies that are. Instead of taking up an ESH role where you may enter at a lower position and salary scale, you can also apply for the same or higher role close to your current area of expertise. During the interview, ensure that the company has a culture of cross-departmental learning and job rotation. Then map your career towards ESH from there. A shift in career may happen quickly for some and may take longer for others. Whichever situation you may be in, be courageous to explore opportunities and tackle challenges as they come. All the best!

ELISA DASS AVIN

The opinions expressed are those of the authors and not necessarily those of myStarjob.com
Coming up in next Saturday’s issue . . .

**A MENTOR’S VALUE...**

Learn how to *up your professional value* through the way you dress in *Image Matters*.

Also next week:

- We explore the possibilities for a career in the *oil and gas industry* in Malaysia.
- How can one manage in times of an *economic downturn*? Find out in *Consulting Corner*.
- Our workplace guru reveals the Top 10 ways to get yourself *motivated* for work.