PERSONALITIES THAT CAN SHAPE TEAMWORK
FIND OUT HOW YOUR PERSONALITY CAN AFFECT RELATIONSHIPS WITH THOSE AROUND YOU.

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SELF-AWARENESS WILL TAKE YOU FAR
Knowing more about yourself will help your leadership journey accelerate. ➔ Pg 5

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JOB HOPPING comes with consequences
ROSHAN THRANSAYS
DO YOU KNOW THYSELF?

NUMBER of years ago, I had the privilege of listening to leadership guru John Maxwell. One of the statements he made was that ‘everything rises and falls on leadership’. He truly believed that leadership was the differentiator between success and failure. And I think he wasn’t far off from the truth. In fact, leadership is a big part of most of the world’s best companies’ success stories.

Which begs the question – what is leadership? If you ask 100 different people what leadership is, they will give you a hundred different definitions of what leadership is. In fact, many will list down traits of leadership like being proactive, strategic, having the ability to influence, inspire and have a vision. Yet, when quizzed deeper, most can’t articulate where the leadership journey begins.

We know that leaders are developed at an early age but what we fail to realise is that the starting point of all leadership journeys begins from the inside. Deep inside each and everyone of us is a budding leader with a vision of greatness for the world. We need to go inside and elicit this greatness.

So, how does one elicit this greatness that is stored inside of us? This is the great starting point of all leadership journeys – the journey of self-awareness. Steve Jobs spent three years in India searching inside of himself and trying to understand himself and his purpose. Almost every great leader, from Jack Welch to military leaders like Napoleon spent great amounts of time on reflection and self-awareness. Being self-aware helps kick-start your leadership journey.

Being self-aware means having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, and emotions. Self-awareness enables you to understand other people, how they perceive you, your attitude and your responses to them in different situations and contexts.

As you develop your self-awareness, you change your thoughts and interpretations you make in your mind. Changing the interpretations in your mind allows you to change your emotions. Self-awareness is a key factor in achieving leadership success.

This week for our career guide, we take a journey into the world of self-awareness and assessments. We help you understand yourself better, especially your preferences and personality. Each of us is unique and has been blessed by God as a special individual. We have distinct personality, preferences and strengths. The combination of these traits, values and strengths make us who we are. Do you know yourself? Do you really understand who you are? Do you know if you are an extrovert or an introvert? In this week’s issue, we begin to explore the basics of knowing yourself.

So, read on this week and we do hope you enjoy our career guide. There are many other special articles on various other topics that we hope will inspire you to keep learning and growing every day of your life. Don’t forget to keep leveraging our amazing videos and other resources which can be accessed online at www.leaderonomics.tv or at our main home site www.leaderonomics.com.

We wish you all the best in your career journey! We hope you have as much fun with this pullout as me and my team at Leaderonomics have had putting it all together. If you do have any feedback on the pullout, feel free to email me and my team from Leaderonomics at mystarjob@leaderonomics.com. We love all feedback (we believe it’s a gift from you to us regardless of the nature of the feedback!) so do send us your thoughts, ideas and aspirations for the pullout. Have a super weekend!

Warm regards,
ROSHAN THRAN
Editor, myStarjob.com & CEO, Leaderonomics

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The Science of Building Leaders

CAREER ADVICE

UNDERSTAND YOUR COLLEAGUES
Take time to get to know your colleagues and team mates. Learn what makes them tick and what ruffles their feathers. Being able to know them better will allow you motivate them more effectively.

GIVE THEM SPACE
Extroverts and introverts respond differently to most situations. Hence, you should never impose your manners on others. For instance, you may prefer a round table discussion for team projects with constant interaction, while your colleague may appreciate being left to work on his own. Be considerate towards other people’s preferences so as to not rock the boat too much.

ENSURE EVERYONE’S IDEAS ARE TAKEN INTO ACCOUNT
Usually the loudest people get their ideas out, but those are not necessarily the best ideas. Being a team player includes knowing how to communicate with every team member effectively. Be sure to open up channels of communication such as email, written proposals or casual chats.

ASSIGN PEOPLE A ROLE ACCORDING TO THEIR PERSONALITY TYPES
In a team, there are usually various functions that are diverse in nature. Align the personalities of your team mates to their role. For example, highly-energetic, charismatic extroverts can be the sales or marketing managers. This will allow people to enjoy their roles better and create amazing results.

BE PATIENT
It may take time to learn to respond to your initiatives. They may be wary at first towards people who are different. Embracing a diverse team is crucial to ensure the team’s performance. Keeping a friendly, approachable front will cohesl your team to work together with you.

For love or money?
Find out why you should consider both when choosing a career.

To stay or not
Joseph Tan shares the consequences of moving jobs too often, and the benefits of loyalty.

Fish, magnificent fish
Terry Small explains how eating fish once a week can help keep your brain healthy.

Influencing emotions
Zaid Mohammad shares about how our actions and words can affect those around us.

Working With Different Personalities
LEADERONOMICS

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KELLEE KAM BRINGS RHB TO NEW FRONTIERS

BY ANGIE NG
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T 40, Kellee Kam is the youngest chairman of a Malaysian banking group and his meteoric rise in the standing of his stature should be an inspiration to the young to pursue a career in banking.

Catching up with Kam in an up close and personal interview recently, it is not difficult to understand how the group managing director of RHB Banking Group achieved his illustrious feat.

Although he pursued a degree in law in the UK, Kam had no intention to be a legal eagle even as an undergradu-
ate and did not take up his articledhip after graduating with a Bachelor of Law (LLB) with Honours from Manchester Metropolitan University. He instead carried on to complete a Master of Arts with Merit in South East Asian Business World from the University of London.

Looking back, Kam remembers that as a typical Malaysian, he chose to study law at university. Only after taking it up did he realise that he was not interested in a career in that field – instead, he did an MBA and Masters and changed his career path to business.

To better equip himself with the right knowledge and skills for the corporate world, he signed up to do his Master of Business Administration at Richmond College, also in the UK, and graduated in 2001.

With his sterling academic qualifications, Kam was ready to make a move to the corporate world.

While doing his job hunting at a career fair in London, he was taken in by the ABN AMRO Bank booth and applied for a job in the Dutch banking group.

During the interview, he informed his employer of his preference to work in Malaysia. His decision to come back to work in Malaysia was mainly for family reasons. Being the youngest child in a family of three boys, Kam had wanted to work closer to home to be with his ageing parents. He was also grateful for his family’s sacrifices and unwinding sup-
port to see him through his studies in the UK although his father, the sole breadwinner, was just earning a very basic pay as a career soldier.

The senior Kam rose to the rank of colonel before calling it a day to venture into his own business, while Kam’s mother was “the disciplinarian” at home. “Having a loving and car-
ing family certainly helped and I can’t ask for a better family. My two elder brothers have also followed in my dad’s footsteps to venture into business, and I’m the only wage earner in the family,” he muses.

Kam started his career in the finan-
cial services sector in October 1998 as a management associate in ABN AMRO’s Kuala Lumpur office. Kam says his deci-
sion to pursue a banking career proved to be a wise one and so began his “love affair” with banking.

DEVOTION PAYS

“I fell in love with banking right from the start and it has proven to be the right career move for me thus far. There was never a dull moment and there are many opportunities for innovation to deliver better products and services,” Kam shares with myStarjob.com.

He stayed in ABN AMRO for four and a half years and had the opportunity “to learn the whole works of what it takes to become a good banker”.

Since then, his heart has been set on a lifelong career in banking and he has pursued an unwavering career path to excel in his chosen profession.

Although there had been ups and downs like most careers, Kam was fasci-
nated with the exciting world of bank-
ing and took every opportunity to learn things in his stride.

When he reported for work on his first job, like every new recruit, he had no inkling of what was expected of him. “Thankfully, ABN AMRO had a very good mentorship and training programme called the Management Associate Program (MAP), which was a one year structured training program with attachments and in-class training,” he says.

During the 4½ years in the bank, he learned all the intricacies of banking and worked in various positions from investment banking and treasury, to overseeing cash vaults.

Fast forward to 12 years later, Kam still appreciates everything he had learned at ABN AMRO saying that all those experiences and challenges made sense to him now. “How we performed in our first job is very important and it will decide how far we go in our career. Like the saying goes: When the going gets tough, the tough gets going. So when we are faced with difficulties or challenges, persevere and never give up,” he says.

Kam says it is when things go wrong or during times of crisis that opportuni-
ties to learn and advance in life present themselves. He learned the benefits of taking on new responsibilities and building up an inventory of skills and expertise to advance in his career pur-
suit.

“I remember putting in all the effort and working hard, getting along well with my fellow colleagues and support-
end each other for the common good of the organisation and self progress,” he recalls.

Kam left ABN AMRO in 2002 and joined Utama Banking Group Bhd. As general manager, he was accountable for strategic projects and investments as well as provided oversight of corpo-
rate finance and business development matters.

About 11 months later, Utama Bank was bought over by RHB Bank and the two entities were ultimately merged under the umbrella of the RHB Banking Group.

SURGING AHEAD

Kam came on board the RHB Banking Group in 2005 as general manager of corporate finance and treasury.

His rise in the banking group was meteoric. In January 2007, he was pro-
minated as head of corporate and strate-
gic planning, and in June the same year, he was made chief financial officer of RHB Capital.

In March 2011, he became the prin-
cipal officer of RHB Capital and two months later in May, he was elevated to the post of managing director of RHB Capital. On Jan 9, 2012, Kam was appointed the group managing director of the RHB Banking Group.

Healing one of the largest banking groups in the country has not changed Kam’s perspective of things. If anything, he continues to be his cool, collected self; one who thinks on his feet, and remains steadfast in setting and achiev-
ving goals, albeit bigger ones.

“The financial services sector remains one of the fastest growing sectors in the country and there are many oppor-
tunities beyond our shoes too,” he exudes confidently.

As of September 2012, the RHB Banking Group’s total assets grew to RM169.5bil from RM89.9bil in December 2005, while its pre-tax profit jumped to RM1.8bil from RM689mil in 2005.

He is aware that being a growing multinational banking group with 16,500 employees in eight countries, the banking group’s plans and goals have also been amplified.

Under the group’s Asean Plus growth plans, the sight has been set for the RHB Banking Group to spread its wings to China, the Philippines, Myanmar and Laos.

“There is only one direction in life and that’s to move forward. Likewise, in a corporation, all the parts have to put in their fair share and work well togeth-
er to grow and surge forward. With that synergy, the sum of all the parts will be bigger and stronger,” he says.

In the words of Kam, banking should be the career of choice for young gradu-
ates. Although not everyone who heed his advice and opt to join the banking fraternity will chart the same illustrious success as him, Kam says one will not be disappointed if he or she is prepared to make the effort and stay devoted to their vocation.

“Love what you do and the rewards will come naturally in due course.” The words of the maverick banker ring true for all who cherish their jobs, irrespec-
tive of what they do.

To view this video, visit www.leaderonomics.tv/myfirstjob

isnap me for more video • http://thestar.com.my/isnap

I fell in love with banking right from the start and it has proven to be the right career move for me thus far. There was never a dull moment and there are many opportunities for innovation to deliver better products and services.
As companies battle for the best talents, talent decisions take on greater complexity. In Leaderonomics, we believe that by first understanding your needs for talents, we can better assess, identify and develop the potential superstars in your organisation.

Bearing in mind that the demands for talents differ from one organisation to another, we take time to craft our assessments to best suit your company needs. Leaderonomics’ Talent Assessment team offers you the following services that are uniquely developed by trained and experienced consultants and assessors.

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**DETAILED REPORTS AND ANALYSIS**
Findings from the AC/DC will be recorded in detail in reports that can be read by the participant and used for coaching/mentoring. Group Analysis is also presented to provide your company with a high-level snapshot of the talent pool available in the organisation. These findings aid in development and succession planning.

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To contact our Talent Assessment Team, please call **6012.260.4423** or write to **elisadass@leaderonomics.com**

www.leaderonomics.com
DO YOU KNOW WHO YOU ARE?

SELF-AWARENESS IS THE STARTING POINT OF LEADERSHIP

By ROSHAN THIRAN
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Recently, I was helping a senior leader gain more insights into his leadership. I explained the Johari Window, which has four major quadrants:

- OPEN SELF – What others know about you which you know, too.
- BLIND SELF – What others can see about you, which you can’t see.
- HIDDEN SELF – What others don’t know about you, but you do – your secrets.
- UNKNOWN SELF – What others don’t know about you and neither do you.

We all have blind spots and if we can learn what they are, we become better leaders. The Johari Window encourages us to enlarge our Open Self while shrinking our Blind and Unknown Self, enabling us to be in control of yourself. Not knowing your blind spots is the reason “CEO disease” continues to proliferate.

The best way to shrink your Blind Self is to get constant feedback and there are numerous tools including the 360 multi-rater assessors, Myers-Briggs Type Indicator, or even a Strength-Finder assessment. It may take a lifetime to gain complete awareness of yourself, but it can be accelerated by honest feedback from others. Peter Drucker encourages all leaders to periodically re-examine expectations set versus actual results achieved.

Doug Baker was a rising star in his 30s at Ecolab and was promoted to run a subsidiary. As he was always successful, he became a director Rosemaria Martinelli. Pete Johnson, from Berkeley’s MBA admissions, says “it’s better for applicants to be self-aware than claim no weaknesses”. Yet, most business schools hardly teach MBAs how to take time out and find their true self.

Jeff Immer, CEO of General Electric, says: “I needed to be a better listener coming out of the crisis...I should have done more to anticipate the radical changes that occurred”. Such an admission of self-awareness reveals he may finally be seen as a leader.

Kevin Sharer, CEO of Amgen, worked with Jack Welch in the 80s and saw many Welch copycats. Self-awareness is extremely challenging. As such, his team received a recording of only one team playing several games. Members of each team were studying the videos, both teams improved their score twice as much as the other.

This research concludes that focusing on your self, regardless of mistakes or strengths yields improvement, but zooming in on your strengths is significantly more beneficial. Rath and Conchie in Strengths Based Leadership, revealed the secret to being an effective leader: Knowing your strengths and leveraging them.

Every single business leader I have interviewed started their journey of leadership with the discipline of self-awareness. All of them focused on their strengths and built an authentic leadership style from who they were. You can do likewise.

1. Roshan Thiran is CEO of Leaderonomics, a social enterprise passionate about transforming the nation through leadership development. You can follow Roshan on Twitter (follow link) or via Facebook (www.facebook.com/roshan.thiran) as he reflects leadership secrets daily.

CONSTANT SELF-AWARENESS IS KEY

Constant self-awareness is critical because your weaknesses, which may have got you to where you are now in the past, may become an issue area today. Years ago, we promoted a high performing individual contributor to a managerial role. He was great in details, executed well and had strong process skills. Once promoted, he had significant problems with his team. His strength in process rigour and execution became his weakness as he micro-managed instead of empowering his team. Neither could his strength of individual execution be translated to the team environment. We all saw these weaknesses playing out but he just could not see why he was not succeeding.

Self-awareness is extremely challenging as it is difficult to see in you others see so easily. So how do we get started in this journey of self-awareness?

“IF YOU WANT TO KNOW YOUR PAST, LOOK INTO YOUR PRESENT CONDITIONS. IF YOU WANT TO KNOW YOUR FUTURE, LOOK INTO YOUR PRESENT ACTIONS”

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TOP 10 REASONS WHY TALENTS QUIT

1 | NO ROOM FOR SKILL DEVELOPMENT
The good will want to become better and the better become best. There should always be room for growth and improvement for great talents as they always want to improve themselves. A leader should never hinder a person’s ability to improve or they will leave you for an employer who understands their need to raise the bar for themselves.

2 | FAILURE TO KEEP YOUR WORD
Going against your word will result in a loss of trust from employees. Honour your word so that these top talents have faith in your leadership and are willing to be a part of it. They need a leader whom they can look up to and respect.

3 | BORING ROUTINE
As mentioned earlier, great talents need the allowance to be creative and be presented with new challenges everyday. If their job responsibilities remain the same over a period of time, it will get mundane. They will seek greater adventures in another organisation.

4 | JUST SAY ‘THANK YOU’
The most important and powerful word is often overlooked for top talents. Their need to feel appreciated should not be undermined. Reflect your gratitude for the outstanding job that they have done by simply saying “Thank You”.

5 | WHERE IS THE LOVE
Studies show that the salary is not the most important thing. Surely highly sought after talents know how much they are worth. However, as social beings, all humans crave for love and affection. Without a caring working environment with warm camaraderie, these talents will eventually make the exit from your company regardless of their sky-high salaries.

6 | THEIR WORDS FALL ONTO DEAF EARS
Top talents have brilliant insights and ideas and are ready to be heard by the world. Be ready to listen or they will find someone else who will! It is always crucial to recognise their input regardless of whether it will be implemented or not. By taking their views seriously, they will be reassured that their contribution in the company is meaningful.

7 | NOT INTELLECTUALLY STIMULATING
Great talents constantly need problems to solve and challenges to tackle. They tend to get bored easily and need to be kept on their toes. Good leaders know how to leverage on this to ensure these talents are constantly given the opportunity to expand their intellectual horizons.

8 | LACK OF CREATIVITY
Restricting creative minds will drive away great talents who are always looking for innovative ideas. They are wired to improve and put their two cents worth in any design that they could get their hands on. Smart leaders will take note and allow these talents to let their creative juices flow and solve problems using out-of-the-box methods.

9 | NO FIERY PASSION
As human beings, passion motivates and drives us. Companies that fail to align their employees’ passions with corporate pursuits will find their employees demotivated and they will eventually leave. When employees are passionate about what they do, they will surpass expectations and work hard to fulfill their roles.

10 | MISSING LEADER
In the absence of a visionary leader, the company will be in a mess. The employees will be akin to headless chickens running around purposeless. Top talents will sense the lack of direction and leave as their contribution cannot be maximised to its greatest potential.
By PREMA JAYABALAN
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Do you know that Oscar-award winning actress Julia Roberts and the charismatic President of the United States Barack Obama are introverts? Or that famous philosopher Socrates and renowned inventor Benjamin Franklin were extroverts to core? Well, it goes to show that being an introvert does not necessarily mean that you are confined to careers that do not put you in the limelight and extroverts are only good at networking and cannot do things which entail being in solitude.

Today, an organisation strives on having employees who are both introverts and extroverts. It may be an extroverted world where every organisation wants to be known and heard of but keeping a balance between both personalities is the only way to sustain a strong and well-established establishment.

INTROVERTS

People may often perceive introverted individuals as the ones who find it hard to socialise, which they feel can be a negative thing but this is certainly not the case. In fact, there are a number of advantages in having introverts in an organisation:

1 A CALM DEMEANOUR

Introverts are known to be calm people and automatically have a calming effect on those around them. This comes in very handy as an organisation is facing a crisis. Having these people helps ease tension faced and get the others to calm down. Once the situation is brought under control, then practical and solvable solutions can be thought of easily in order to rectify the situation. Introverts also tend to keep people grounded which helps when the going gets chaotic.

2 PERFECT ORGANISERS

Being calm and having the ability to think things through thoroughly more than twice or thrice shows that introverts are much better organised than their counterparts—the extroverts. These people tend to give their full attention to even the smallest of details without missing anything unlike people who are more focused on talking up everyone and easily missing out on small details. If these introverts are the types to bring up these matters when the situation requires, then this can bring upon a huge difference to an organisation and also determine the success and failures of future projects.

3 THOROUGH THINKERS

Introverts take a lot of time when it comes to thinking issues through. They are likely to think through the different scenarios that may crop up in a situation, thus sudden surprises, disasters and upsets are far less likely to be faced by introverts. They are able to provide their bosses with various ways to handle a situation when a crisis arises. Thorough thinking through means everything is dealt with in a serious manner.

4 INDEPENDENT

Most people rely heavily on others when it comes to making decisions, for emotional support and even finances. However, this is less likely to happen to introverts. Reason being, their personality enables them to have the capability to wade through life by relying primarily on themselves. This is because they do not have the habit of asking others for help and assistance. This attitude may be unhealthy if taken too far, nevertheless, it is definitely an advantage for many as it honours their independence and ability to be good problem-solvers. This is a trait that they bring on to work as they are able to solve problems faced by the organisation independently without having to rely on others for help.

5 HAVE A BALANCED VIEWPOINT

Having the attitude of not saying much, introverts usually sit back and listen as they are known to be great observers. Therefore, others tend to forget that they are there. But in reality, they are present and are absorbing every bit of information. Their trait gives them the advantage of being able to see and analyse both sides of an argument and if asked, to come up with sensible solutions which will satisfy both parties. They are also sensitive towards those who are less confident. Introverts have the ability to cater to every one’s opinions and double up as peace makers as well.

EXTROVERTS

Known to be the centre of attention anytime, extroverts are outgoing, friendly and sociable people who are loud and always make sure that their thoughts and opinions are heard by all. Having these people in an organisation is equally advantageous as extroverts:

1 RESPOND TO OTHERS

Extroverts are responsive to others. They tend to adapt well to their stakeholders, superiors, colleagues and their work environment. They are highly receptive towards others. They do well in the sales, marketing and communication departments. The ability to respond well to others and to get their attention comes in handy when meeting with existing clients and potential customers.

They are able to charm their way to get things settled quickly. They also tend to be well liked by clients. This attribute even helps them in easing situations that are tense, especially when in meetings and discussions. They can chill out the atmosphere when things get heated.

2 ADORE CROWDS

These people strive to be among a crowd. They are a people’s person and need to have lots of people surrounding them, most of the time. They are comfortable in groups and are happiest when given attention. When it comes to meetings and discussion on projects, they tend to freely voice out their opinions and thoughts without any reluctance.

This may be good as some effective and sound solutions may be dispensed by them through this trait of theirs. They love community events, social gatherings andcompa- ny events as they involve interaction with people.

3 CONSIDER ALL AS FRIENDS

Extroverts are people who consider everyone, even their colleagues as friends. For them, everyone in their organisation is their friend and they tend to get along well with all. They love chatting with all and always ask about everyone’s well-being. This puts a smile on others as it delights them. Extroverts are known to create harmony in the office. They greet all, from the CEO of the office to the cleaner lady and the security guard. They are good at networking and keeping everyone feeling important and appreciated.

4 LOVE VARIETY AND ADAPT WELL

Extroverts love variety and love dabbling with many things at one time. They love an ongoing process of people, tasks and work environments which makes them adaptable to any situation. Thus, they are able to handle all types of sudden occurrence in the organisation and settle matters well without any hassle. Extroverts do not scare them but rather get them more interested and take on the challenge of settling them.

5 FANTASTIC NETWORKERS

Always thriving on interaction and communicating, extroverts are excellent at networking. They do not wait to be introduced but rather introduce themselves and get the ball rolling in any events and functions. They are good at getting others to come out of their shells and talk about their dealings and business. They are effective in bringing in new clients and businesses to the organisation due to their networking abilities. Their lists of resources are also very long and they will have people in their list for any type of services needed by their organisation. They are also able to negotiate good prices for their organisations since they have the gift of gab and can be very good at persuading others to comply with their needs and requirements. When it comes to cost-cutting for the organisation, they come in really handy. Each organisation that aims at achieving the best, needs to have a balance of introverts and extroverts in its team. Both these personality types complement each other very well when they are in the right setting. There are times when introverts come to an extrovert’s aid and vice versa. A healthy balance between the two groups is crucial towards the success of an organisation.
We tend to fall into one of the 16 personality types. Which one are you?

Thinking (T)

A person whose preference teams towards Extraversion (E) tends to naturally focus on the external world such as people and things. You are often friendly, talkative, easy to make connections with. You are more energized when you are with a group of people and express your emotions. Often times, you may act first and then reflect later.

For someone with a strong T preference, it is important to understand that the strong T will naturally focus on his or her internal world such as their own thoughts and feelings. There is a tendency to observe in a strong T. Is he/she often a difficult person to get to know? Some may be hard to get along with. They may be more “out there” than “in there.”

Judging (J)

- The Judging end of the scale differs from someone with a strong N preference.
- This is not necessarily a good or bad thing.” When it comes to preferences such as communication style, decision-making style, and work in isolation but interact with each other.
- There are differences between how we behave and how we perceive the world, and these differences can contribute to the team and organization, as well as relationships.
- The Myers-Briggs Type Inventory (MBTI) is a widely used personality profiling tool. The MBTI was developed by Katherine Cook Briggs and her daughter Isabel Briggs Myers. Their work was based on the work of Swiss psychologist Carl Jung, who outlined psychological type theory in his book entitled Psychological Types.
- The idea of psychological type was developed by Swiss psychiatrist Carl Jung (1875–1961), who described different personality types. Jung believed that psychological types were the pattern of behaviour you tend to show. On the MBTI, the psychological type is indicated by your preference for Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, and Judging or Perceiving.
- People prefer one type over the other, and this preference is not always the same in all situations. By understanding your MBTI profile, you can better understand how you work and how you interact with others.

HOW YOUR PREFERENCES AFFECT YOUR TEAM’S EFFICIENCY

THE FAVOURITE WORLD DICTOMONY (EXTRAVERSION (E) OR INTROVERSION (I))

HOW ARE YOU ENGAGED? DO YOU PREFER TO FOCUS ON THE OUTSIDE WORLD OR YOUR INNER WORLD?

By ELISA DASS

A person whose preference teams towards Extraversion (E) tends to naturally focus on the external world such as people and things. You are often friendly, talkative, easy to make connections with. You are more energized when you are with a group of people and express your emotions. Often times, you may act first and then reflect later.

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MAKE EFFORTS AND TIME TO REAP SKILLS AND LEADERSHIP

By LILY CHEAH
lily.cheah@leaderonomics.com

W e often relegate volunteering to the side, thinking about it as some feel good activity we do every once in a while to make ourselves feel better. However, what a lot of people don’t realise is that volunteering is a very effective way of accelerating the development of our leadership.

Here are some reasons why volunteering is great for your development:

1. DEVELOP YOUR SKILLS THROUGH PRACTICE, PRACTICE, PRACTICE

If you are someone who is hungry to learn, volunteering is a great way to pick up new skills and develop existing ones. At work, we have our roles that we invest time and effort into. We spend hours upon hours doing what we do, but ultimately, the amount of exposure we get is limited by the scope of our roles. By exposing ourselves to other tasks outside of work where we can grow new skills, we can really accelerate our personal development.

Here are the top skills you hone by getting involved in community work:
- Communication
- Leadership
- Teamwork
- Fundraising
- Problem solving
- Public speaking

Rather than just sitting down in a training session and learning how to communicate effectively, why not put it into practice in a real life community project? Community work is about action and getting results, and we learn much quicker when we do something rather than by listening. When we practically do something and learn by doing, studies show we learn seven times more effectively than when we’re just told how to do it. It’s the ultimate win-win situation – organisations get the help they need, and we get access to a training ground.

2. INCREASE YOUR CAREER OPPORTUNITIES

According to a Timebank survey with 200 of the largest companies in the United Kingdom, 73% of the companies said they would hire a candidate with volunteering experience over one without. A CV that is filled not only in the Work experience section, but also in the Volunteering section, demonstrates extra capabilities like the ability to take initiative, adaptability to different environments and the capability to relate to different groups of society.

There are benefits for employees who volunteer as well. The same survey showed that 94% of employees who volunteer, either got the job, or got a pay increase or received a promotion because of the new skills they learned by volunteering.

Organisations get the help that they need, and your large and diverse connections may attract partnerships that would not otherwise happen. Customers like knowing where people and organisations are socially responsible, and this may be a key tactic in setting you or your organisation apart from the rest.

For Sir Richard Branson, founder and chairman of Virgin Group, he sees his investment into community initiatives like Virgin Unite as essential for the reputation he wants to build for the Virgin Group. In an interview, he remarked that “business leaders must remember that a healthy profit means that a community supports and appreciates the products and services a business offers, and also how that business is managed”. People also want to work for a company they believe in, and when people are happy, the workforce is productive.

Yet, all that being said, people generally still don’t volunteer for various reasons that include procrastination, or it just appearing too hard. Here are some ways to make volunteering easier:

1. PICK VOLUNTEER OPPORTUNITIES THAT SUIT YOUR INTERESTS, SKILLS AND AVAILABILITY

Not everyone has a lot of free time, and not everyone has the same interests, but there are all sorts of needs out there. That’s why Leaderonomics built www.dogoodvolunteer.com to house organisations with different causes from all over Malaysia so that you can find opportunities that suit your interests and availabilities.

You’ll be amazed by the variety of opportunities available. We typically imagine volunteering to involve working with children in a home, but there are so many different needs in the community that fit all sorts of interests and exercise different skills. It could involve raising awareness of human trafficking with an organisation like Change Your World and Project Liberti, or it may be helping to create learning videos for EduNation, who are building a database of free education resources for Malaysian students.

If volunteering as an individual seems like a lonely task, why not volunteer as a group or as a company? Increasingly, companies are recognising the value of mobilising their employees for community efforts for skill building, exposure and also for community impact.

Companies like Sime Darby recognise that in getting its employees to be involved in planning and implementing community projects, it is also rewarding their talents and development. Employees have to exercise communication, leadership and project management skills, and creativity. Importantly, employees also develop initiative and social awareness.

Check if your company has an employment volunteer programme. The Star, for instance, encourages employees to volunteer by giving them an allowance of volunteer hours that can be claimed back as leave. If nothing is in place, why not rally together work colleagues to volunteer, or even take the lead in coordinating the team.

Volunteering is one of those hidden gems in life. It sits at the side, sometimes on the fringe of our thoughts, but when we realise how much potential it can unleash in us and through us, we’ll come to the realisation that we need to actively put more time and effort into volunteering. The beauty of it also is that anyone and everyone can do it, regardless of your skill, age and location, even despite of the differences in all your interests. It’s an avenue to improved leadership that is available. So take a look at dogoodvolunteer.com and you will find something that suits you.
By JOSEPH TAN
mystarjob@leaderonomics.com

M y father worked in the same company for 33 years before he retired. In today’s context, such a scenario is rare because the workforce is now generally more mobile. Yet, does “mobility” mean that employees today need no longer be loyal? Is loyalty still in fashion?

In this article, you will discover four check-points to guide you in walking the tight rope of loyalty and mobility. Loyalty is still a tried and tested trait which many organisations look for (be honest, if you were the boss, wouldn’t you desire a loyal employee?) but does that mean we stay on for the sake of staying on? When does it become right for someone to “move on” for the sake of being progressive and capitalising on opportunities for growth?

CHECKPOINT NO.1: RESOLVE PEOPLE CONFLICT

Often, employees leave not because of the company’s products but because of the company’s people. If the reason for mobility is due to people conflict, then you need to ask yourself a really hard question. What guarantee is there that such a conflict will not surface in your next job?

Tip for balanced success: No matter where you go – one thing is for certain – there will always be people to work with! There is no exemption from “rubbing shoulders” and “hardening iron” when it comes to being successful in the workplace. Each work environment affords you with the opportunity to build relationships which you can leverage on for later situations. For example, I had to work hard as a product engineer and learn how to manage the conflicts there first before I was ready for my product marketing job. In other words, when I move on to another responsibility, I must have already experienced a significant level of success as a person who is able to resolve conflicts.

Capable leaders are those who have learned how to deal with difficult people. In this world, there are two types of leaders – those who know how to resolve difficult people situations and those who themselves are difficult. Choose the right attitude.

CHECKPOINT NO.2: REINFORCE MY LONG-TERM VISION

Changing jobs is not an ad hoc activity that is dependent on your mood for the month. Before one can deal with the daily demands and challenges of the job, there is a need to take a step back and ask yourself the next hard question: What is my long-term career vision?

Tip for balanced success: Every responsibility you are engaged in ought to be a stepping stone towards a consistent career vision. Although my father started off as a clerk, he retired as a branch manager. Each promotion gave him the opportunity to demonstrate a consistent attitude towards a long-term vision of providing rock-solid administrative support to the company sales team. Do not look at your work life as a series of jobs, rather review your perspective to look at your work life as a series of related responsibilities.

Never change jobs because you are aiming to escape given responsibilities:

> Am I a person of responsibility or someone who gives excuses?
> Am I a person of accountability or someone who is too proud to answer to authority?
> Am I a person of excellence or someone who does just enough to get by?
> Am I a person of purpose or someone who is just busy?

CHECKPOINT NO.3: REINVEST IN MY STRENGTH

Here’s my definition of work stress: Stress is the outcome of doing what others expect from a position of weakness.

You may be doing what is right but it may be what is weak. Most people are stuck in the wrong job because they do not spend enough time to discover their fit of strength. There are generally five areas of skill strength that one can have:

1. Organisational Strength – operational, administrative and planning skills.
2. Creative Strength – expressive, media creation and artistic skills.
3. Influencing Strength – communication, negotiation and leadership skills.
4. Research Strength – analysing, understanding, interpreting and writing skills.
5. Execution Strength – hands-on activities, project delivery and task-orientation.

Tip for balanced success: Begin to take responsibility for yourself because no one knows you better than yourself. Do not make the mistake of trying to be someone else – you have a special set of skills that no one else can deliver. Hence, it is to your advantage to discover your area of strength as early on as possible so that you do not end up following the stressful expectations of others. It is difficult to say “No” to others if you do not have a stronger “Yes” within.

CHECKPOINT NO.4: RECONNECT WITH WISE COUNSEL

The wise way to authentic success is to seek out those who have gone before and learn from their counsel. The shortest path to success can be taken by avoiding the mistakes of those who have travelled ahead of you. Do not be wise in your own eyes. Have the humility to listen to those who are more experienced.

Tip for balanced success: When presented with the opportunity for mobility, there are many factors to consider other than just monetary rewards. Success is not a case of “either-or” type of proposition. Seek out wise counsel from those who are in your industry and grant them permission to ask you the hard questions. Avoid those who tell you what you want to hear! To me, good advice is what you don’t like to hear but you know it is true (and it is good for you – in the long run). We usually have character blindspots which require third-party validation.

Life is too short for you to venture alone. It is an “add-venture” i.e. be on the lookout to add a team of wise friends who care more for your character than your career.

Think about it!

Joseph Tan is a trainer who aims to equip leaders to achieve consistent results at work, at home and in life through the development of personal character and the discovery of unique strengths. If you are interested in attending one of his courses, email people@leaderonomics.com

By TERRY SMALL
terry@terrysmall.com

SOME people’s brains age well. And lots don’t.

I read these two statements today by leading neuroscientists: “We have a horrible situation now where we have figured out how to prolong the health of the body without prolonging the health of the brain. Right now... there is a 50/50 chance that you’ll eventually be identified one day as senile... so we have figured out how to prolong the health of the brain... by leading neuroscientists: “We have a horrible situation now where we have figured out how to prolong the health of the body without prolonging the health of the brain. Right now... there is a 50/50 chance that you’ll eventually be identified one day as senile... so we have longevity but the end is not great”.

As I continue to learn about the brain I am repeatedly struck by two things:

1. How easily our brain can be at peril.
2. How simple it is to do the right things to protect the brain.

Here are the top four fish for your brain: salmon, sardines, herring, and mackerel. All are packed with omega-3s that help to neutralise omega-6s.

In the next Brain Bulletin you will learn some cool learning tips.

Remember: “You are a genius”. 

Terry Small is a brain expert who resides in Canada and believes that anyone can learn how to learn easier, better, faster, and that learning to learn is the most important skill a person can acquire. To interact with Terry, email mystarjob@leaderonomics.com

mystarjob.com, Saturday 23 February 2013
Eva hopes that everyone will realise the immense value of *Rich Dad, Poor Dad* career “experts”. “Work for love,” they fame to the multitudes of Internet rybody from (the now bankrupt) situation, the one endorsed by eve-

Let’s Look at both sides:

**FOR LOVE**

“Definitely passion, because money can’t get you far in life.” – Jane Ng, *For Love*

For love, they enthuse, “You’ll be happier that way, and the money will come soon enough”. Their reasoning makes sense: if you love what you do, you will be more forgiving of the job’s idiosyncrasies and inconveniences. (Cranky boss? Mad working hours? Based in a dodgy part of town? NO PROBLEM.) You will also generally stay longer and work harder since it is, after all, something you love and are passionate about.

Love has a strong case going for it; after all, the idea of a salaried worker slogging away in despair just for money is a strongly negative one in most people’s minds. In an age of being told that we can be anything we want to be, the idea of being desk-bound is a highly unappealing one. Wouldn’t we rather be free to paint for a living, or shop from nine to five? The biggest reason people choose love over money, is that doing what you love is good for your soul. The rationale is that money will come, either way; you might be happy in the process of earning it.

**FOR MONEY**

“It’s called work for a reason. Passionate or not, you are hardly going to enjoy ALL aspects of it. So of course you go for the money. Money is incentive enough to work!” – Yvonne Tee, business development executive.

Working for money, earns you love and a lot of it too, if you work hard enough in the right jobs. That in itself is working for money’s strong case. While people who choose love over money may scoff at those who look at the number of zeroes on their paycheque as a job satisfaction gauge, the fact remains that everybody has food to buy and bills to pay for. With money, you will have the means to chase your other passions and hobbies. Baking, for example, does require equipment and ingredients that can burn a hole in your pocket if the numbers sold cannot generate enough revenue to cover the overhead costs. The same goes for sports and even art.

Most importantly, can you afford to forego the money? Those who have to help support their families and/or have commitments in the form of car, house or student loans may not have the luxury of picking jobs based on their interests.

**THAT BRINGS US TO COMPROMISE**

“Passion and money are not mutually exclusive – passion can bring money.” – Kong Sing Ming, associate.

Why don’t we try doing what makes money and is as close as possible to our dreams? After all, what you love and what makes you money doesn’t have to – and shouldn’t! – be mutually exclusive. By all means, work for the money; but, you can also try getting a job in a field that you really love. If you love fashion but can’t quit everything to be a designer, you can work for a designer or for a fashion magazine. In the course of the job, you may even learn to love being, say, a stylist or a fashion merchandiser. If you love chatting but can’t find a job that pays you to hang out by the water cooler all day, try public relations, customer services, and even radio hosting... You get the idea.

When it comes to real life, dreams are fantastic, but practicalities must be observed. There is no point in telling people to just follow their dreams and not be there for them when their dreams lead them so far off that they get lost! If you’re already in a job that gives you financial satisfaction minus the soul-deep happiness that your passion brings, then try doing what you love on a part-time basis! Even half an hour a day of doing what makes you happy can go a long way towards overall happiness, regardless of occupation. At the end of the day, pick what YOU want to do, not what your mother thinks will suit you best, nor what is “cool” at the moment. Don’t do medicine because everybody else has a doctor in the family, don’t do law because your dad is one and wants to put “So-and-so and Son” on the front door of his practice. Your career is your own, and only you can call the shots. In this regard, you should definitely, absolutely, do what you love and not what everybody else loves.

**THOUGHT OF THE WEEK**

*Joy of Reading Books...*

By EVA CHRISTODOULOU

Email: eva.christodoulou@leaderonomics.com

We have reached an age where information overload has burnt most of us out. Who has time to read a 200-page book, let alone a 500-page one? The sad reality is, most people only read what is relevant to what they do, if even that. People tend to specialise at university, and then once they get a job, specialise in their area of business, closing out everything else that is going on around them. And even when someone attempts to read a book, the initial enthusiasm dies away, leaving four to five different books with a bookmark on page 45 gathering dust.

At a time where so many options are available – from electronic devices helping us carry much content around in a small tablet, to online books and articles, to cheap print books, it is sad that people make less time to read and educate themselves. What is the point of being a brilliant investment banker, if you have no idea about how anything else works around you? How can you not understand the basics of business development, the politics around the world, the potential of scientific discoveries? Surely, all these would affect you and your career at some point. And even worse, how can you not read any novels – to fire your imagination, creativity, but most importantly enhance your language skills? The world of books is a gift given to us. It provides us with vast knowledge on topics we would never really come across if it wasn’t for books, or topics that affect us daily. It provides us the imagination, ideas, inspiration, as well as a route to escape our daily stressful lives. So, here’s a thought: Make sure you start reading – anything from topics related to your career, to new areas you would like to find out more about, to those amazing classic novels that everyone brings up once in a while and you find yourself wondering what they are talking about.

Eva hopes that everyone will realise the immense value of reading. Reading can provide many new ideas and build all-rounded individuals in the fast-paced times we are living in.
Did you remember the last time you had a conflict with your loved ones? Why did your spouse, children and family make you feel that way? What did you think they felt about you? Yes, feelings and relationships are inseparable. In our daily interactions with them, our feelings and theirs are bound to be touched, either positively or negatively.

Many years from now you would likely forgotten what you said or did today. You would also likely forget things being done or words being spoken to you. But there is one thing that we will always remember for a very long time: the feeling. The feeling that those words and actions produce, and how they affect us as we go through the day.

Let me highlight this with an example. You had a fight with your spouse a few months ago. Do you still remember the exact words being traded? If you like me, I don’t think so. But do you recall the pain and discomfort it caused? I sure do. I recalled the next few days after the fights to be miserable ones. My work suffered and I was out of shape for quite a while.

This brings us to another point. The thing we did, or did not do to our family may jeopardise the good balance we need to create a balanced family. It will disturb our emotions both at home and at work.

Fortunately, this effect is also true for a good feeling. Positive feelings can come from sincere words of comfort and compliments. They continue to fire up the spirit long after they are spoken.

Such is the power of a feeling. It determines the success or failure of a person’s life. People who grow up with positive feelings are far more likely to be happy. Those who are unfortunately surrounded by conflict and emotional pain will be miserable. Which feeling are you giving to your spouse/children feel?”

“Remember how you make them feel”

I came across a nice quotation by Maya Angelou, an American poet and a living legend. She said: “People will not remember what you have said and done, but they will always remember how you make them feel.”

That brings us to the second step of creating positive feelings. We must have a positive approach in whatever we do. Smile when you cook even though you are tired. Teach your kids with compassion, not anger and frustration. Give them a chance to scream and yelling like a possessed man. In the office, the clients will not feel happy day can be destroyed with a smile.

A POSITIVE APPROACH

That brings us to the second step of creating positive feelings. We must have a positive approach in whatever we do. Smile when you cook even though you are tired. Teach your kids with compassion, not anger and frustration. Give them a chance to scream and yelling like a possessed man. In the office, the clients will not feel happy day can be destroyed with a smile.

FEELINGS ARE CONTAGIOUS

Firstly, we must be aware that good and bad feelings are very contagious. Therefore, we must aim to spread only positive feelings. If you think your job is done just by delivering your work, think again. At home, the kids will not learn anything when you are screaming and yelling like a possessed man. In the office, the clients will not feel satisfied if you serve them without a smile.

WATCH OUR WORDS

The third step in creating powerful positive feelings is to watch our words carefully. A peaceful and happy day can be destroyed with a single bad word. A manager who rudely scolded his subordinates would ignite the negative emotion in no time. They might feel unappreciated and demotivated. Parents who lashed out at their children can expect the same result.

Once spoken, we cannot take back these hurtful words. Time will eventually heal, but the wound will stay for quite a while.

FILTER THEM OUT

The fourth and final step is to filter out all our words and actions with this question: “How would this make my spouse/children feel?”

“I came across a nice quotation by Maya Angelou, an American poet and a living legend. She said: “People will not remember what you have said and done, but they will always remember how you make them feel”.

I am the first to admit that caring for another person’s feelings will not be easy. This is especially so when things are tense and hectic. However, let’s remind ourselves that the benefits are great if we can control ourselves.

At home and in the office, people around us will experience good, positive feelings much more than the bad, negative ones. We will also deal with conflicts effectively through discussions and affections rather than yelling and losing control.

The good news is, it can be done with a bit of practice. Don’t let the daily pressures distract you. Don’t just complete the motion. Instead, be in control and touch people’s hearts with positive feelings. Now, that would be one of the greatest opportunities for working parents today.

Zaid Mohamad is a father of four, former senior leader in a well-known MNC, and now a certified parental coach and bestselling author of two books, Smart Parents, Brighter Kids and Smart Parents, Richer Kids. For details of his work, please visit www.SmartParents.com.my or write to him at zaid@smartparents.com.my
An estimated 10 to 15% of adults are diagnosed with at least one personality disorder in their lifetime.

Research into pet preference and personality indicates that dog lovers tend to be more extroverted and greater people pleasers, whereas cat lovers tend to be more introverted and curious.

People who play videogames are more likely to be lucid dreamers (have control over their actions in dreams) than those who don’t.

Gifted and talented boys are usually viewed as the most popular among their peers, while gifted girls are often viewed as the least popular.

Researchers at Boston University are working on technology that will allow you to download skills directly to your brain.

84% of top performers in business scored very high in achievement orientation. They are fixated on achieving goals and continuously measure their performance in comparison to their goals.

Contrary to conventional stereotypes that successful salespeople are pushy and egotistical, 91% of top salespeople had medium to high scores of modesty and humility.

Less than 10% of top salespeople were classified as having high levels of discouragement and being frequently overwhelmed with sadness. Conversely, 90% were categorised as experiencing infrequent or only occasional sadness.

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Dear CareerNomers,

What do you think about job hopping? I’m new in my career and I’ve noticed that a lot of people change jobs every two years or so. It seems to be a normal trend especially for people of my generation in order to demand a higher pay and move up the career ladder at a faster pace. My parents say that young people these days lack loyalty and don’t possess the diligence and perseverance of their generation. What do you think? I have only started working for six months, and I’m not sure if I should tell myself to stay in this company for as long as possible to demonstrate that I can persevere, or if I should follow in the footsteps of others and plan which other company to work for in 2014. I would really appreciate your advice and perspective.

Regards,

DEAR CAREER-NOMERS, We have four experts on career management, HR and office issues who will address your questions weekly. We refer to them as CareerNomers – experts in career matters who will help you in your career journey. So if you have a question to ask, send it to dearcareer-no- mers@leaderonomics.com and we will get the panel to answer your questions.

This week, Elisa Dass Avin, senior talent assessment consultant at Leaderonomics, and Ang Hui Ming, co-founder of Leaderonomics, answer Sam’s question.

DEAR SAM,

As a fresh graduate, do keep in mind that you are given this opportunity to write a new chapter, that will be your real “resume” in the industry. Your main objective in the first five years after graduation is to really gather knowledge and develop skills in breadth and depth in the industry of your choice. As you do well in this, remember that you are also to author enough success stories in this five years that will help you accelerate your growth in the same or new company. If you switch jobs every one to two years, you are depriving yourself the opportunity to be given larger tasks that can stretch your learning. Each time you move into a new company, you will have to start the process of proving yourself, gaining trust and favour all over again. It will take a longer time if you do not have past success stories to back you up.

In conclusion, I don’t think fresh graduates should look at job hopping as a career strategy. That said, if the company is not a place you can grow, it is fine to look for better opportunity elsewhere. But don’t make it a habit to pack up and go without giving your best shot.

All the best!

ELISA DASS AVIN

DEAR SAM,

The term “job hopping” is probably one of the most “frustrating” word in any HR leader’s books. In Facebook terms, it would get a “Dislike” vote. It is one of the hottest trends that new employers also look out for as a red flag item when they interview and consider a candidate for any job. Like your parents put it, it gives the new employer the perception that the candidate doesn’t last long in any role and creates doubts and questions in the employer’s mind of whether or not there is a problem with the candidate (i.e. no loyalty, can’t get along with people, have a bad attitude, irresponsible, can’t take stress etc... you name it, they can think of it). And depending on how many times you do it, it could cause you your new job.

I think to give it better perspective, changing from one job to another shouldn’t be solely for the reason of career advancement and higher pay (I’m saying this assuming you don’t have debts or urgent financial needs). Unless of course you have been in a role for many years and have had an excellent performance record, yet the company is unfair and has not recognised your efforts, then it is cause to move on. But if in your mind, you change jobs every one to two years just to get a bigger “title” or “demand” higher pay, in my humble opinion, that is quite immature and shallow thinking. If you continue to do that, after a while, you may find yourself having bigger titles but lacking deep expertise that others may have, making you inadequate to manage a team and having little respect from your team.

Having said that, if your reason for “changing” jobs is for personal development and gaining better or wider experience, then it might justify your “trend” with new employers. This is given that in your short two to three years, you have made an effort to excel in what you do and also strived to learn as much as you can in your role or industry, and find that you have reached a plateau of your learning. I believe that if you have done your best and have contributed fairly to your organisation you can have a good conversa-
tion with your leaders for learning opportunities within the organisation. If there happens to be none, you have a solid reason to move on, regardless of timeframe. In cases like these, I believe new employ-
ers will value your tenacity to not become stagnant and will view you as a person who is determined and a valued contributor. In cases like these also, your ex-employers will be willing to be good referrals and give a good testimony of your character. Of course, the other term you brought up was “persevering”. I’m not sure what you are persevering about. Of course if the job is tough and challenging and you’re persevering in terms of learning and gaining experience and overcoming the challenge, then yes, it’s a good trait and you will come out of the whole experience enriched. But if you’re persevering a terrible working condition, bad bosses, unfair or dis-

ANG HUI MING

The opinions expressed are those of the authors and not necessarily those of mystarjob.com

Hi Sam,

Your question is one that is often asked by Gen-Yers and their employers. While it is true that a lot of Gen-Yers shift jobs for higher salary in the short run, it may not be beneficial for your development as a career strategy. As shared in my article on Feb 5, “The Job Hopping Phenomenon in StarBuz”, Gen-Y employees like yourself need to understand what motivates you in your career and choice of employer. Do you fall into the category of “Driven Gen-Y,” “Life Loving Gen-Y” or “Learning Gen-Y”? The motivation of each category is described further in the article.

Especially as a graduate, you will be able to learn the basics of the job, prove to your bosses your current capabilities (potential) and new responsibilities, earn a promotion (or two) and get a salary raise. Having these success stories to share in your next interview will definitely be an added bonus for your employability.
Coming up in next Saturday’s issue . . .

Next week’s A Day In The Life follows a language therapist for dyslexic children.

Also next week:

- Learn how to make the best out of routine tasks at work.
- Getting hired through social media is the way to go - but how do you do it?
- Get an insight on how to wisely tackle conflicts that arise in family businesses in Be A Leader.

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