**Roshan says**

**THE YAHOO! FIASCO!**

A COUPLE of weeks ago, I had an interesting conversation with George Kohlireser, the FBI hostage negotiator and head of leadership at IMB. Kohlireser and I were discussing the Yahoo! Fiasco and we both agreed that we disagree with Yahoo! CEO Marissa Mayer’s decision to ban telecommuting and flexibility in the workplace.

For those who don’t know what transpired recently, Yahoo! announced that employees would no longer be permitted to work remotely. According to a leaked memo from HR director Jackie Reses, “Speed and quality are often sacrificed when we work from home... We need to be one Yahoo!, and that starts with physically being together.”

Whilst working from home is not the norm in most places, Yahoo! built its organisation around that premise. New CEO Mayer believes that this telecommuting practice is something that needs to be eliminated in Yahoo! to ensure that it moves forward. She believes that the best teams work together; not apart.

Kohlireser and I aren’t the only ones discussing this issue. In fact, Bill Gates seems to also have his view on this rather controversial subject. And much of America has now taken part in this debate. And at Leaderonomics, we decided to go out to the CEOs and HR leaders in Malaysia to find out their views on this subject. You can read all about the views of top CEOs and HR leaders in Malaysia on pages 8-10.

Part of the reason this topic is highly debatable is the fact that there are no right answers. On one hand, flexibility is fantastic. People love the benefits of working from home and we all know there are no right answers. On one hand, flexibility is fantastic.

Yet, on the flipside, being together in the office is great for team bonding. In fact, Kohlireser makes it a point that bonding is essential for success. The best high performance teams are highly bonded with strong friendships with each other. And friendships are not built online. They require presence. Furthermore, research clearly shows that the best decisions are decisions made together in a team. When people are working remotely, it is hard to make collective decisions where everyone can truly discuss and look at each other as friends whilst debating the issues.

So, this issue is an interesting one. This week in our career guide, we explore this debate. You can read all the differing viewpoints and make a call for yourself. At Leaderonomics, many of our employees have flexible work arrangements. However, we have taken a middle line where every Monday, everyone HAS to be in the office. And also, when we are gathering in teams, it is mandatory for everyone to be in the office. This is to facilitate discussion, decision-making and friendships.

So, have fun reading this week’s edition 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 on 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! I have also started a site on Facebook where I share daily leadership wisdom. If you are keen, go over to http://www.facebook.com/rosanthiran.leaderonomics and subscribe. If you do have any feedback on the pullout, feel free to email us at mystarjob@leaderonomics.com. Have a wonderful work week ahead and don’t forget to be appreciative of the great bosses and managers you work for!

Warm regards,

Roshan ThiRan
Editor, myStarjob.com & CEO, Leaderonomics
As a child, Muffriezal Sufian had no inkling that he would one day join the banking world. In fact, his decision to pursue a CA qualification after his tertiary education was partly due to his burning desire to stay in the UK for as long as possible. How did it all begin? He completed his A-Levels in Cardiff, UK and went on to pursue a degree in BSc Economics from LSE, UK. He then went on to obtain a Chartered Accountancy qualification in the UK and managed to secure a training contract with a London firm. However, all good things must come to an end and after a decade and a half, he decided to move back to Malaysia.

“While in the UK, I joined the financial services audit and advisory arm of KPMG London where I specialised in financial leasing companies, working on projects with Barclayscard which is the largest provider of credit cards and personal financing in the UK. After that I decided to join a boutique investment bank, Jefferies International (a New York based IB and broking outfit), as a junior product controller and stayed with them through a period of rapid expansion. Upon leaving the UK, I managed to land myself a job in RHB Investment Bank (RHB IB) as head of finance.”

This dynamic head of finance for RHB Investment also fills in as head of finance for both RHB Insurance and RHB Islamic Bank. When it comes to responsibilities, he has a huge load on his shoulders. He is accountable for the overall financial control of RHB IB, including financial accounting, statutory audit, taxation, capital management, general ledger matters, operational finance and regulatory reporting. His tasks also extend to driving the RHB IB Finance function agenda regionally as well as overseeing the overall integration of the finance functions between the two organisations.

When asked how his typical day goes, Riezal says there is no such thing as a typical day in his role. He starts his day at 9am and he is mostly in and out of meetings the whole day until about 5pm at times. Thereafter, he does his work, so there is no such thing as a nine-to-five work day.

“On top of the regular finance functions that have to be managed to keep the bank ticking, the main role I play is to provide direction to the finance team on our responsibilities and deliverables, and also to spearhead finance’s involvement in all aspects of the business. This might include special projects, regulatory requirements, internal group projects, discussion on business decisions and ad hoc requests from multiple parties. I usually head home after 7pm and sometimes even after 9pm,” explains Riezal.

For Riezal, allocating resources to be able to meet the various different requests, both internally and from external parties, whilst ensuring that the day-to-day operations of the finance team, and the investment bank do not fall over can sometimes be a challenge. He emphasises a lot on prioritisation, knowledge-sharing, and inter-departmental cooperation, that can only be attained with a strong team that works well with him. He ensures that his team is committed towards the goal of the division and empowers them with the relevant tools, training and support to meet those goals.

“The best thing about this job is the sheer myriad of problems that come your way which you have to somehow figure out how to mitigate or solve. Everyone has this perception that finance is all about numbers. True, but what many don’t see are the 101 other things that are affected by those numbers based on how we apply or interpret them, and the further ramifications which spider-web into any number of different directions. Working with intelligent and dedicated people also gives you the chance to learn new skills, develop new ideas and build on your knowledge of the business in particular, and the financial industry as a whole.”

BY PREMA JAYABALAN
prema.jayabalan@leaderonomics.com

IT’S NOT JUST NUMBERS
MUFFRIEZAL SUFIAN
DIVISION HEAD: ISLAMIC BANK FINANCE.

EDMOND YEW CHEE WEI
ACCOUNT RELATION MANAGER.

“FOR those aspiring to join the banking industry, throw away your text books, get your attitude right and be prepared for pains and gains.”

This is Yew’s advice for those seeking a career in banking. Growing up, Yew dreamed of a flourishing career as an entrepreneur and investor. Fate, however, intervened and steered him towards obtaining a bachelor degree in business administration majoring in banking and finance and landed him in RHB Bank right after his graduation.

“Well, after I received my scroll, I took up an offer with RHB Bank as a management associate. Under this programme, I was rotated to different departments within the bank including retail branches, corporate banking, treasury department, Islamic investment banking, and credit operation, which I must say, provided me valuable exposure and experiences. After a one-year training, I was permanently posted to the business banking division as an account relationship manager and have been there since,” reminisces Yew.

Currently the account relationship manager for the commercial/SME banking segment of RHB overseas existing SME portfolio of the bank to sustain its existing assets base. He is also tasked to acquire customers for both assets (loan) and liabilities (deposits) of the bank.

For Yew his typical day at the bank starts with checking his emails from various counter parties including credit evaluation, credit operation, panel solicitor, business banking HQ and customer’s representatives for administrative matters, ad hoc requests and other relevant matters.

“My job also entails taking my work out of the office to meet up with customers for business discussions, loan proposals, and for relationship building purposes. Now these meetings can take place anywhere according to the customers’ convenience. It could be at their office, restaurants, cafes and even mamak stalls, at times,” he says.

“Once that is settled, I head back to the office to clear off other matters and attend to pending assignments. I usually spend long hours to prepare credit appraisals which have to be submitted to our HQ for approval.”

For Yew, the challenge he faces as an account relation manager is that of multitasking to handle multiple outstanding matters that involve various parties, simultaneously. He also needs to manage and maintain relationships with various customers and to clinch their business. One has to be extremely tactful and savvy in these matters.

“Having said that, there is immense excitement and satisfaction when a deal is sealed after going through all the hard work, as every acquisition of a deal requires a long process. It is very fulfilling to create a business opportunity from nothing whilstfending off the intense competition from other banks and finally winning the deal. People call this Hunger for deals.”

■ If you are interested in pursuing a career with the RHB Banking Group, please email to careers@rhb.com.my or log on to www.rhb.com.my/corporate_profile/career/
FREE LEADERSHIP WORKSHOPS

These leadership workshops will be conducted by a highly trained group of Masters in Managerial Psychology students from HELP University, in collaboration with the leadership experts from Leaderonomics. These workshops will help individuals grow and gain perspective of leadership.

Each workshop is limited to 40 pax. Admission is by registration only, based on a first come-first serve basis.

To register, please email amanda.chua@leaderonomics.com. You may also contact Leaderonomics at +603 7957 5809 (Amanda: ext. 2011). Spaces are filling up, so register fast to secure your slot.

- **Tweens (11 – 13 yr old):** 30 March, 2–4.30pm, Dropzone*
- **Youth (14 – 16 yr old):** 30 March, 11–1.30pm, Dropzone* FULL!
  
  *Dropzone is a youth inspirational centre and a Leaderonomics initiative to engage and enable youths to build ties with the community.

- **School Leavers (17 – 19 yr old):** 4 April, 7–9.30pm, Wisma HELP
- **University Students:** 9 April, 7–9.30pm, Wisma HELP
- **Recent University Grads:** 2 April, 7–9.30pm, Wisma HELP
- **NGO & Community Leaders:** 11 April, 7.30–10pm, Menara STAR**

**This workshop will help employees and leaders at community organisations learn and develop their leadership skills specifically to be successful in leading social organisations.

Leaderonomics, a social enterprise dedicated to building leaders in developing countries, is partnering together with HELP University’s Psychology division to provide free leadership workshops for youths aged 11 to university students and also to NGO leaders. Roshan Thiran, CEO of Leaderonomics, together with the highly talented Masters in Managerial Psychology students at HELP University, are designing and delivering FREE workshops at various locations in the Klang Valley to help people grow and develop their leadership potential.
STOP BEING A MONKEY

“Once a monkey has gotten hold of food in its hand, it is close to impossible to get it to let it go, this makes it easy for monkeys to catch to trap it.”

By Roshan Thiran

in Malaysia, a villager developed the ingenious “Monkey Trap” method by burying a coconut and drilling a narrow hole big enough for a monkey’s hand to go through. Inside the coconut, pieces of fruit, nuts or meat on skewers would be placed. The smell of the treats attracts the monkey to reach into the narrow opening and grab hold of the treats. As the monkey attempts to extract the treats, it finds that its hand will not fit through the narrow opening its fist full of food.

The monkey, in frustration, will scream as it continues to hold on to the food and attempts to remove the hand from the hole. The villager comes over and drops a net over the monkey. Even though the monkey sees the villager approaching, it is so intent on keeping the food, it grips the food even tighter and tries even harder to dislodge its fist.

There is no one keeping that monkey captive, except the force of its own attachment. All that it has to do to escape is to let go of the food. But the with the force of greed in the monkey, it is very rare that it will let go of the food.

Aren’t many business leaders just like monkeys? We may laugh at the monkey for its stupidity but every day we see similar foolishness displayed by many business leaders who struggle with letting go. Just like monkeys, many leaders fail when they hold on too tightly to something that leads them into a trap.

We simply can’t let go of products, services and practices that worked in the past when they are no longer relevant. We require significant amount of our time and attention. Or we struggle to let go of our ego and power. And some business leaders simply can’t let go of their business and want to stay on in their roles way past their expiry date.

But the issue is not limited to business leaders. Many people are emotionally bound and cling on to bad relationships even though they know otherwise. Or we can’t let go of a bad habit. Worst still, many hold on to old beliefs and dogma like “if it’s not broken, why fix it?” and end up missing the boat when changes need to be made.

Why is this so?

In the case of the monkey, greed is the key reason why it cannot let go. Greed and attachments are the reasons why monkeys fail to let go. And greed leads to fear.

Chinese philosopher Zhuang Zi wrote, “He who considers wealth a good thing can never bear to give up his income; he who considers eminence a good thing can never bear to give up his fame. He who has a taste for power can never bear to hand over authority to others. Holding tight to these things, such men shiver with fear; should they let them go, they would pine in sorrow.”

While greed for food holds the monkey, what holds us back? Is it our ego, power, pride or greed? Successful business leaders struggle to let go of their products and services that worked previously because they fear the unknown. The fear of losing the past outweighs the gains of the future. Thich Nhat Har, a Buddhist teacher said, “People have a hard time letting go of their suffering. Out of fear of the unknown, they prefer suffering that is familiar.”

They believe if they keep the same way, even though it may be painful now, somehow life will return to the excesses of before. In the future, Albert Einstein rebuts this belief: “Insanity is doing the same thing over and over again and expecting different results.”

STATUS QUO

Each of us naturally wants to maintain status quo, sticking to the safe and portable. According to Edward Miller, dean of John Hopkins medical school, people won’t change even if their lives depended on it. He studied people two years after their coronary-artery bypass grafting, and found 90% of them had not changed their lifestyles, even though they knew they could die. They just could not change their lives for many reasons. CEOs are supposedly the prime change agents for their companies, but they are often the most resistant to change.

When Louis Gerstner took over as CEO of IBM, he started by sticking to the same old McKinsey routine that had worked for him throughout his career – analysis, paralysis and strategy. He thought he could revitalize the company through drills such as selling assets and cost cutting which were within his comfort zone. But he was wrong and to his credit, he changed his consultant approach to a more cultural transformative one, thereby enabling IBM’s revival.

But most leaders resist change and are crippled by excuses to retain status quo. If you walk into any business and you hear the following excuses, you are in a business where there are a lot of monkeys who just can’t let go:

1. We’ve never done it before and it’s not possible
2. We’re another company/person tried it before and it won’t work here.
3. Our company is different.
4. We’ve been doing it this way for the past 50 years.
5. Why change - it’s working OK.
6. Everything is fine here.
7. Management will hate it. This company is not for radicals.
8. We don’t have the money/resources/assets to do this
9. The union will scream. It’s too much trouble to change.
10. Customers won’t buy it. It’s too radical a change.

EGO

Ego is responsible for the majority of business failures. Disney, Wang Laboratories and even General Motors’ slide from glory was due to leadership ego. Even celebrity CEOs are not immune to ego issues. Steve Jobs was kicked out of the company he founded because of ego issues.

Nelson Mandela quit as President of South Africa after his first term. Some leaders can’t let go of their businesses and stay in the job way past their expiry date, causing the business or country to be ruined in the process.

OUTDATED BELIEFS

It is hard to identify even one single big business success that was achieved by following conventional wisdom. Yet many still rely on it.

While working part-time as a student at a university in the United States, a secretary there refused to learn the computer and only used the type-writer. She was typing 300 words a minute and believed if she kept improving her speed, her job was safe. Whilst everything around her told her to embrace the computer, her inner belief said otherwise. A year later, they fired her and replaced her with someone who typed 80 words a minute but could use the computer.

The media’s industry globally is in decline and many blame the advent of the internet to this decline. But researchers Michael Moore and Sean Paul Kelley believe that it is greed and the reliance on outdated wisdom that has seen print media kids.

Each of us has beliefs and conventional thinking that stills our progress. Take time and re-examine your beliefs and remove and replace the ones that don’t work. Businesses need to do this as well.

FINAL THOUGHTS

Life, there are many things that we have to learn to let go. We have to let go of situations, things, memories, attachment to people and even ourselves. It can be a very painful experience and feeling when it’s time to let go.

Letting go is similar to crossing monkey keys. You have to let go at some point in order to move forward. Letting go can be one of the scariest experiences in your life but only by boldly taking a leap of faith into the unknown, can you truly be the leader you were meant to be.

So, this weekend, why not reflect and learn to “let go” of something that is holding you back from greatness. Remember, every exit is an entry to somewhere else. Think of it this way: you are on a hiking trip and along the way you keep picking up heavy objects, things that don’t really help you get up the hill. After a while, these objects begin to slow you down and unless you get rid of them, you’ll never complete your trip. So, let them go.

Roshan Thiran is CEO of Leaderonomics, a social enterprise passionate about transforming the nation through leadership development. For more information on leadership programmes for your organisation, email people@leaderonomics.com

INSANITY IS DOING THE SAME THING OVER AND OVER AGAIN AND EXPECTING DIFFERENT RESULTS” - Albert Einstein
Top 10 Ways to ‘Welcome’ New Employees

1. SMILE! A smile can brighten up anyone’s day especially if the newbie is still feeling like a fish out of water. A friendly face can settle jittery nerves. Smiling also reinforces a positive working environment in the organisation.

2. MAKE YOURSELF AVAILABLE The new employee will certainly have a barrage of questions to ask. Make yourself available to him/her to clarify any doubts. This way the new employee will feel at ease asking many questions that may otherwise inconvenience others.

3. COMPANY 101 It is imperative that the employee be familiar with the products or services of the company regardless of which department he/she is working in. The lack of knowledge will be embarrassing especially when dealing with clients.

4. BREAK THE ICE Some new employees may seem unfriendly or indifferent but make the effort to get to know them better. The new environment, maybe even country for expatriates, can be overwhelming. For example, introducing them at the company meeting or pulling funny little pranks can make them feel more welcome.

5. LET’S PARTY! Invite the new employee for unofficial social events where most people in the office are invited. Certain companies have a culture of post-work socialising which is certainly not found in the employee handbook! It is a great way for the newbie to forge new friendships which can go a long way both in and out of the office.

6. ONE DIRECTION Talk to the employee about the organisation, its current targets and value system. This will allow him/her to act in sync with the organisation’s values. Inform the employee how his/her contribution will lead to achieving the organisation’s target. A strong sense of direction and purpose will help the employee build a quick sense of belonging and ownership with the company.

7. INVITE THEM FOR LUNCH As basic as this sounds, it is often overlooked as everyone already has his or her lunch clique. Take the initiative to invite the newbies for lunch and get to know them better. Your friendliness will put them at ease quickly.

8. LET THEM IN ON WHO’S WHO Inform them about who is responsible for several key departments which everyone has to liaise with such as the IT department, human resources and the administration. This way, they will know who to contact when they need assistance in these areas.

9. SAY HI While everyone may be on a Superman schedule leaving virtually no time for chit chat, make some time to introduce yourself and get to know the new employee. Getting to know more people will help him/her adjust quickly.

10. OFFICE TOUR It is really handy for a new employee to get acquainted with the office and know where the exits, toilets, pantry and photocopier machine are located. Instead of feeling disoriented, they will feel more comfortable at the workplace.

To view this video, visit www.leaderonomics.tv/top10
"To become the absolute best place to work, communication and collaboration will be important, so we need to be working side-by-side. That is why it is critical that we are all present in our offices. Beginning in June, we are asking all employees with work-from-home arrangements to work in Yahoo! offices. If this impacts you, your management has already been in touch with next steps. And, for the rest of us who occasionally have to stay home for the cable guy, please use your best judgment in the spirit of collaboration."

**WORKING FROM HOME YAY OR NAY?**

**BY PREMA JAYABALAN**
prema.jayabalan@gmail.com

This memo that was sent to all employees of Yahoo! recently from CEO Marissa Mayer, made the headlines after she overturned the company’s policy that allowed employees to work from home. It was a decision made in an attempt to reshape and further enhance Yahoo! in preparation for the future. Her new policy has created a lot of buzz amongst giant companies who adopt work-from-home policies. An array of them found her decision to be egregious. It also brought out a lot of mixed emotions and responses with heated debates from employees around the world. According to the US Bureau of Labour Statistics (BLS) in its monthly labour review from June 2012, one quarter of the workforce worked from home for a certain amount of time each week. One of the questions asked was whether organisations would be able to attract top talents if wired employees were no longer required. In the current borderless world, telecommuting is seen as a very appealing factor and one which works very well for all. Wouldn’t you love working within your own luxuries of home whilst avoiding the heavy traffic gridlock and saving money on fuel? Not to mention, having the golden opportunity to spend more valuable time with family?

According to a report from the US Census Bureau’s American Community Survey on home-based workers in October 2012, the percentage of employees who worked the majority of the week at home increased from 3.6% to 4.3% of the population between 2005 and 2010. Even the government sector, which usually sticks to traditional workplace culture, has joined in the fray. The US Patent and Trademark Office for example has 64% of its employees working from home under various models. A majority of establishments have adopted telecommuting as it is seen as a way to increase productivity, efficiency, retain top talents and cut costs. Work-from-home policies are deemed productive as employees manage to balance work and personal life in a more efficient and effective manner and can even put in additional hours by working from home. Getting access to top, professional talent also seems more feasible with this arrangement as these people may live remotely or prefer the flexibility associated with working from home. Working from home gives a sense of work being done with a smooth flow as there is no unnecessary interruption. It also gives a sense of contentment as one is able to juggle other priorities along with work.

According to Forbes, Yahoo! faces a comparative productivity challenge at present. “Google’s 53,861 employees generate US$931,657 in revenue per worker, 170% higher than Yahoo’s US$344,758 worth of revenue per employee.” This shows that the flexibility associated with working from home strategies at Yahoo! productivity hasn’t reached the level where it needs to be. Then, there is the other side of the argument where there are a number of organisations that are too keen on this arrangement as they fear loss of direct control. Furthermore, there is the other concern that wired workers get distracted easily and put in more time on personal matters than working. A Gritix Survey done in 2012 on what workers who are telecommuting actually do when they work from home suggests Yahoo!’s latest initiative. Apparently, 43% of workers admitted they have been on the television whilst teleworking. Thirty-five per cent did household chores and 28% cooked dinner while “working”. This shows that being physically available in the office during work hours helps to prevent employees from spending time on their personal chores and from slacking while on the clock.

Be it working from home or being physically around in the office, there are advantages and disadvantages. There are many who believe in telecommuting in this era where inroads in technology have provided a platform for instant and effective communication. However, there are those who believe that being available in the office helps in collaboration and brain storming sessions. It also increases innovation and enhances teamwork. The jury is still out there on which side will ultimately win.

**MICHAELE BLOOMBERG, BILLIONAIRE BUSINESSMAN-TURNED-POLITICIAN**

“Telecommuting is one of the dumber ideas I’ve ever heard. Yes, there are some things you can do at home. But having a chat line is not the same thing as standing at the water cooler. And standing at the water cooler is where you get a lot of ideas and information and it’s a euphemism for a lot of interpersonal dialogue.”

**SIR RICHARD BRANSON, FOUNDER OF VIRGIN GROUP**

“To successfully work with other people you have to trust each other. A big part of this is trusting people to get their work done wherever they are, without supervision. It is the art of delegation, which has served Virgin and many other companies well over the years. We find that the freedom to work where they want, safe in the knowledge that they have the drive and expertise to perform excellently, whether they are at their desk or in their kitchen. I only have a few people worked out of an office, and never will. So it was perplexing to see Yahoo! CEO Marissa Mayer tell employees who remotely work to relocate to company facilities. This seems a backwards step in an age when remote working is easier and more effective than ever. If you provide the right technology to keep in touch, maintain regular communication and get the right balance between remote and office working, people will be motivated to work responsibly, quickly and with high quality. Working life isn’t nine-to-five anymore. The world is connected. Companies that do not embrace this are missing a trick.”

**BEN WABER, MIT RESEARCH SCIENTIST AND CEO OF SOCIOMETRIC SOLUTIONS**

“Group cohesiveness, to morale, to information flow and organisational learning can suffer when people don’t work in the same place as the rest of their team. What’s pretty amazing is that from pharmaceutical development, to software firms, to financial firms, to call centres, the biggest predictor of performance is face-to-face interaction.”

**LISA BEUTEL, EXECUTIVE DIRECTOR OF THE UNIVERSITY OF DAYTON CENTRE FOR LEADERSHIP**

“I know people who are tremendously productive working from home and other people who really need the social interaction around them (that comes with an office setting). I am a big fan of flexible work environments. Some people are more productive working from their dining room tables while others strive in office settings. Thus it is important to identify what environment works for individual employees to promote productivity. People who are satisfied with their job and their work environment tend to be more productive and happier overall.”

**43% OF WORKERS ADMITTED THEY HAVE BEEN ON THE TELEVISION WHILST TELEWORKING. 35% DID HOUSEHOLD CHORES AND 28% COOKED DINNER WHILE “WORKING”**

**COMMENTS ON WORK-FROM-HOME POLICY**

BY PREMA JAYABALAN
**IS YAHOO! RIGHT TO BAN WORKING FROM HOME?**

**DATIN NANCY LIM SENIOR VICE-PRESIDENT AND HEAD OF HUMAN CAPITAL, GROWTH AND LIFE ASSURANCE (M) BHD**

Work from home decisions to post which work from home should be viewed in context. Google and Bing dominate the market for search engines, close to 80% there is a need to downsize to the company’s current business strategic decision. Any savvy CEO and HR head would look to see ample practice and policies if they want to perform better. We are uncertain of the context in which that statement is made, but here are some of our views.

Working from home or telecommuting should be appreciated in context. Also, a firm must be aware that our country is modelled against important. Essentially there are two main kinds of economies in this globalised world, the liberal market economy (LME) of the United States, UK, Australia and Malaysia, and the coordinated market economies (CME) of Germany, Japan and some European countries. China is still finding its way in the CMA, the CEOs of large firms work together with governments and trade unions to develop firm-specific skills and also policies that affect child-rearing and upbringing. Thus, women in these countries have more time to adjust to the challenges of childbirth, confinement, and the associated costs. However, China has a tough time, but are likely to earn more. Did a SIAM report once state that a single woman; working for a flexible work hours alone from the same source. “There are some managers who want to work from home but I also want to have kids and get married. Which company offers me the best options?”

According to Facebook, “We need to be one Yahoo!, and that management, President & CEO, Claudia Cadena have a common understanding of the vision, strategy and business direction of the organisation. Whether employees are expected to demonstrate different values and cultures in a single workplace, or in a physically separate location, strive to ensure that employees have a common understanding of the vision, strategy and business direction of the organisation. It is important to avoid having clear answers and actionable efforts to objectives aimed to be achieved by removing efficiency and quality, which seem to be the

Claudia Cadena, President & CEO

HR LEADERS RESPOND TO NEW YAHOO! WORK POLICY

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed

Whether employees are expected to work from home must be evaluated.

Claudia Cadena, President & CEO

Managing Director, Direct Strategic Human Capital Management, President & Group CEO's Office

What does your view of Facebook’s memo and Manish’s decision in CEO to be enforced arbitrarily. It requires detailed
By EVA CHRISTODOULOU
eva.christodoulou@leaderonics.com

HOW is it that some people can achieve so much in a day while others barely manage to complete one or two tasks? How is it that some people can find time with their family, friends, hobbies, or even take up a part time or full time job? It all boils down to how well we manage time. Managing time wisely gives us the flexibility to achieve much more. At an age where our career seems to be filling the bulk of our days (and nights), it is important to manage time well in order to avoid burning out and living a miserable existence, unable to enjoy any of our favourite activities.

This coming week therefore, plan how much time you spend on each activity, and try to identify ways of performing tasks more efficiently. If, for example, you find that you procrastinate when having to fill in bureaucratic documents, find a way to do this task faster, within a timeline, to release precious time for other activities.

If you find that you don’t have the energy to do much around the house after work, try waking up slightly earlier and fit in some activities, even before your work-day starts. In the end, it is all about self-discipline and control — so find ways to manage your time more effectively, and you will, eventually have a happier, more balanced, well-managed life.

Eva hopes that many more people can practice the art of effective time management, which will eventually lead them to a happier and healthier life and career.
How badly do you want it? – There’s a difference between those who succeed in following their dreams and those who suppress them.

Are you working in your dream job?

To be fair, career changes are not easy decisions to make. Whether you are switching jobs or venturing into a completely new industry or path.

By Victor Loi mystarjob@leaderonomics.com

Do you remember why you picked the course or university programme you studied? I would hazard a guess that it was either because of a consuming ambition (you had always known you wanted to major in Psychology) or you were pushed into it by peer or parental pressure (that said you couldn’t go wrong with an accounting or engineering degree).

For the former, you might have graduated with a sense of achievement and dream of finally finding your life’s calling. Until that is, reality hits and you realise the great disconnect between your ambition and matching job – that is, the dream job has somehow turned out to be more of a nightmare!

For the latter, well, if you haven’t already mutated, you would have likely found yourself in an even more numbing state in a stale, fling and sterilising job in an industry you had no passion for to begin with.

Thousands join this mass every year. The gap between their dream or what they thought working life would be and the reality of their current jobs is simply too far to bridge – through no fault of anyone, employer or employee.

If you are young and have parental support, you could throw in the towel early in the race and go chasing for that elusive dream. That’s how the term “quarter-life crisis” came about. Of course not everyone can be so lucky. There are bills to pay, student loans to service and aged parents or siblings to care for. So what happens? You stay on. It’s the right and responsible thing to do, you tell yourself. As time passes, the commitments grow so there is simply no way out.

I feel for this group. They, unfortunately, represent a bigger population of workers – the responsible men and women with families, children, houses, cars, and a long list of commitments. Like frogs in a slow heating pot, their dreams are gradually done in. They mutter philosophically, “That’s life” as they soldier on for another day.

Then there’s another group I call, the Others.

The Others

Let me be clear that there is nothing wrong with staying on in a mundane job because you need it to survive. I have the utmost respect for these people. But do I think it is wrong to remain in a lousy job (bad pay, no career advancement prospects, lousy boss, etc.) without any valid reason?

Why do people choose to remain in jobs/companies they hate then? Because the fear of change paralyses them. So they hide behind justifications like, “Nobody’s hiring for my level”, “I don’t have the right qualifications or experience”; “I’m too old to be changing industries now” or on the other end, “I’m too young for this position”, “I’ve tried but I didn’t make it. It’s probably not right for me”. Sound familiar?

Some worry that the grass really isn’t greener on the other side so why rock the boat? After all, they like their colleagues, make a decent living, get good benefits and on it. “It’s just the job/company/boss, but everything else is good.”

Maybe for those who have chalked up ten-ure, it is the tiresome thought of having to make the switch again to a new management team. Or perhaps, secretly they doubt they are good enough to “hooch wink” a new boss.

And have heard this one quite a few times: I didn’t start out in the right company. Granted there are benefits in beginning your career with larger, more established companies (a higher starting pay for one), but it is a weak excuse to fall back on when things don’t go your way mid-career. A lot of people leverage on small company beginnings and do really well by moving up or building the company they are in.

To be fair, career changes are not easy decisions to make, whether you are switching jobs or venturing into a completely new industry or path. But the fact remains these are merely excuses that you have given yourself to stay put. As American motivational speaker and author Les Brown puts it, “Too many of us are not living our dreams because we are living our excuses.”

How badly do you want it?

See, the difference between those who succeed in following their dreams and those who suppress them is taking action. The former want to change, recognise that change has to happen before things can get better, and believe that they do deserve more.

Sometimes it’s very hard even about securing a new or dream job. Perhaps you are already in a job you love but you know you should be paid more, have better opportunities or more support.

How do you get what you want? I couldn’t agree more with comedian Bill Cosby who said, “Decide that you want it more than you are afraid of it.”

Being a marketer, I would like to borrow from a marketing principle: Positioning. Sorry folks, but “selling” is a reality of life and if you want to get from zero to hero in your career, you better be ready to start peddling you, Inc.

Portray yourself in a way that clearly shows top management you deserve to have that promotion, increment, project or job. Communicating effectively and with influence and presence is a seriously under-rated skill. From the way we sound off each word to how we structure our sentences, we are constantly creating an impression with others.

A lot of people believe they can’t do it, that this is some innate talent separating the haves and the have nots. But mastering effective communication is achievable. There is a method behind the greatness of inspiring orators and communicators like Barack Obama, Steve Jobs and Martin Luther King Jr, which anyone can learn.

The results can be quite stunning. As both a favour and experiment, I once coached a small group of executives and managers on how to communicate with interviewers to get the better positions and much higher salaries. Within six months, all eight of them secured new jobs, each with higher pay and better benefits. One person in particular quadrupled his income, excluding perks. The only thing he did differently was to change the way he communicated with his prospective employer.

If the thought of blowing your own horn makes you uncomfortable, let me offer another perspective. Think of it as accurately showing your true value. Would Apple, Nike or McDonald’s offer you their jobs to someone who intentionally underestimated their brand value?

Of course not! Likewise, why should you under sell yourself? When you recognise and represent your true value, you will be appreciated at your true market rate by your company – and potential employers in the industry.

The beauty of self-propagation in the age of social media is that you can be quite discrete and classy about it, thanks to various social media platforms. In fact, the playing field has been levelled. Can’t talk louder than the next guy? Don’t worry; let your LinkedIn or Facebook do the work. From my experience, all you need is a one-day training or guide and you’ll be more than ready to set up and position your social media brand for professional and career advancement.

I teach a course where in a mere two to three days, participants learn to use social media as effective, professional career advancement tools.

The point I want to drive across is simply that there are techniques and tools you can use to bring out your best – not to change who you are – so you can get the job, salary and position you think you deserve. So if you think you’ve been short changed, I would like to hear from you.

Victor Loi is a passionate advocate for life skills education for youths and children. He is also a best-selling author, award-winning marketer, corporate trainer and entrepreneur. To engage him for the benefit of your organisation, email people@leaderonomics.com
UCH has been said about the need to spend extra hours in the office to get ahead in our career. Is this really true? Are we just giving in to social pressures? What is the price we and our family are paying for that few extra hours at the office? These are the questions that working parents must answer urgently. If these questions are also bugging you, you are in the right forum because we will explore why this happens and how we can reduce “busyness” in the office.

But first, let’s explore how bad the situation is. Some people are afraid to leave on time for fear of being labelled all sorts of things like being lazy, not making enough effort, not being part of the team and so on. These are powerful labels that no working adult wants to be tagged with. In the end, most of them surrender to the fact that it’s “safer” to stay in the office longer.

Then there are many employees, particularly the new and younger ones, who wrongly assume that the longer time they spend at work, the more productive they become. They are not aware that the extra time spent at work is robbing them of quality time with their family, hobbies and even good night’s sleep! Every employee should aim to be more balanced at work and in life. But to working parents, finding the balance becomes even more critical. Just think of your family, do you agree your children are growing at a phenomenal rate? Day in day out, our toddlers are turning into cheerful boys or girls, and pretty soon they will become annoying teenagers. Do you want to be in the office when all these magical transformations happen?

Another reason for us to be concerned with reducing busyness at work is because to get ahead, we need to deliver quality, and not necessarily quantity of work. I have seen many successful corporate figures who had managed to work smarter, not harder to not necessarily quantity of work. I have seen many successful corporate figures who managed to work smarter, not harder to.

These successful people recognised early on that families, hobbies and good night sleep. They are also happier in the long term with reducing busyness at work is because many successful corporate figures who had managed to work smarter, not harder to.

1. **BE CLEAR ON YOUR LIFE’S ROLE**

This is the most critical step. Most people can excel and feel balanced when they assume five important roles in life. I call this the “5 Finger Rule” where we should limit our roles to only five. Mine are husband, father, business owner, writer and social contributor. I know my limit and will not take up golfing or fishing anytime soon. To build yours, just include only things that matter most to you and drop all others.

2. **BE CLEAR ON YOUR CAREER GOALS**

This is another important step. It’s good to know your career target as early as possible. Then, review your annual goals to include only assignments that would propel you faster. Prepare your daily, weekly and monthly goals based on this list. Prioritise them and appropriately refuse others.

3. **MAKE CHOICES IN YOUR DAILY WORK**

Always take some time before starting your day to prioritise it. Be a firm believer in the Pareto Principle where you focus on the 20% work that will give you 80% of the result. Set just one or two daily “must do” things and leave all others for the next day. Schedule your day around these two priorities. Make it a habit to ask people about the actual deadlines, because most of the time they are actually later than stated.

4. **BE STRONG TO SAY “NO”**

This one takes a bit of courage. But you can set your mind to it by first trying to please others unnecessarily. Say “yes” if you really want it and if it helps to promote your cause.

5. **BE CONFIDENT TO DELEGATE AND TO SEEK HELP**

Trust and empower your subordinates. It’s actually good for their development. Avoid being a perfectionist and they will thank you for that.

**BUSINESS, OR BUSINESS AS USUAL?**

**STEPS TO SPEND LESS TIME BUT DELIVER MORE**

There are many steps an employee can take to reduce busyness at work but still deliver the same or even better results. Let’s take a look at five steps that I usually recommend to my clients.

**AUTOBIOGRAPHY IN FIVE SHORT CHAPTERS**

**AUTOBIOGRAPHY IN FIVE SHORT CHAPTERS, BY PORTIA NELSON:**

I walk down the street. There is a deep hole in the sidewalk. I fall in. I am lost. I am helpless. It isn’t my fault. It takes forever to find a way out.

I walk down the street. There is a deep hole in the sidewalk. I pretend I don’t see it. I fall in again. I can’t believe I am in the same place, but it isn’t my fault. It takes a long time to get out.

I walk down the same street. There is a deep hole in the sidewalk. I see it is there. I still fall in. It’s a habit. My eyes are open, I know where I am. It is my fault. I get out immediately.

I walk down the same street. There is a deep hole in the sidewalk. I walk around it.

**YOU ARE NEVER STUCK. YOUR BRAIN IS CAPABLE OF GREAT CHANGE!**

Neuroscientist George Edelman, notes that your cortex alone has 30 billion neurons which can make one million billion connections.

Edelman states, “If we considered the number of possible neural circuits, we would be dealing with hyper-astronomical numbers: 10 followed by at least a million zeros. There are 10 followed by 79 zeros of particles in the known universe.”

These staggering numbers explain why your brain is the most complex, 1.3 kg lump in the universe. Your brain can change itself and a brain changed is a life changed.

**IN THE END, IT IS THE BRAIN THAT IS THE MOST IMPORTANT SKILL A PERSON CAN ACQUIRE. TO INTERACT WITH TERRY, EMAIL MYSTARJOB@LEADERONOMICS.COM**

**The Brain Bulletins will help you learn more about the brain.**

**BRAIN BULLETIN**

**SESSIONS ARE FILLED WITH SCIENCE, STRATEGIES, STORIES AND LOTS OF REAL LEARNING. WITH ALL THAT, THIS IS MY MOST REQUESTED PIECE FROM PEOPLE WHO HAVE HEARD ME SPEAK. I THINK I KNOW WHY:**

“**YOU ARE A GENIUS**!”
Johor Port on

WORLD-CLASS JOURNEY TO FURTHER DEVELOP ITS HUMAN CAPITAL

By Vinesh Naidu
vinesh.naidu@leaderonomics.com

Johor Port Bhd (JPB) has embarked on a number of programmes to further enhance the quality of its workforce and build its overall leadership capacity. For an organisation’s growth to be sustainable, it needs a pool of strong and versatile leaders. As such, JPB aims to create a wide pool of well-rounded leaders who are not only competent in their respective subject matters, but also possess the right attributes to inspire and lead their respective teams to greater heights and results.

Due to the robust and dynamic nature of the port and maritime industry, JPB is aware that just equipping its employees with technical and functional ability and training would not suffice. It has gone the extra mile to help accelerate the growth of its employees and develop them into world-class workforces.

The programme was launched by JPB CEO Shahrull Allam Shah Abdul Halim on Feb 22. This unique accelerator programme forces participants out of their comfort zone, hence accelerating their growth as leaders.

The LAP also involves mentoring, field trips and numerous sessions with leaders and thought guns from other areas, and exposure to live projects. People are the most important asset of an organisation. Kudos to the team at JPB for embarking on this programme, and continuous focus in developing and growing their employees.

The 24 participants of JPB’s Leadership Acceleration Programme posing for a group photograph with Shahrull (seated front row 3rd from left).

JPB has gone the extra mile to help accelerate the progress of its employees.

By Prema Jayabalan
prema.jayabalan@leaderonomics.com

IT was a warm night and the air was unpolluted in a small town in India. Renowned director Shekhar Kapur, who was 10 at that time, was lying on the roof of his home with his father, gazing at the sky. He was fascinated by the blanket of stars that adorned the sky. At that tender age, he was learning physics which taught him that if something was not measurable, then it did not exist. When he asked his father how far the blanket of stars stretched out, his father said, “forever.” Not satisfied with that answer, Kapur asked “How many miles is forever?” Kapur had developed the habit of asking fundamental questions, a habit that he still upholds.

Born to a typical middle-class Indian family, Kapur became a chartered accountant, having studied accountancy at the behest of his parents. He secured a job in a management consulting company in London. During his stint, he realised that a lot of people did not know what they wanted and always ended up asking the wrong questions. Kapur always feels that if you follow your instinct, it will nudge you with the right questions which will eventually lead you to the answers.

How did Kapur make a transition from accountancy to be a famous film director? At the age of 24, he suddenly had an unfiltered energy within him that led to self-exploration. He felt the need to express himself and what was within him. This urge, he realised, eventually led him to the arts. He then went back to India where he became an actor and slowly moved towards film directing.

Kapur is a renowned and critically acclaimed Indian film director, producer and actor. He soared to stardom with the Hindi language movie Bandit Queen based on the life of the infamous Indian outlaw, Phoolan Devi. His historical biopic of Queen Elizabeth (Elizabeth and its sequel The Golden Age) had obtained seven Academy Award nominations, including Best Picture and Best Actress for Cate Blanchett.

Kapur believes in making movies which have a meaning to it. His movies have fundamental questions in them. For example, in the ever-famous epic tale, Elizabeth, the question on divinity or mortality arises.

Kapur believes that the great leaders are those who provoke others. He believes when these types of leaders provoke, they actually allow people to move forward and take actions to reach their goals.

“Always be yourself. Create yourself based on your very own reflections and thoughts of you. Explore yourself. Do not ever judge yourself from other people’s eyes.”

Kapur is an ardent believer of persistence. He finds it to be a very important trait that one should have. He also believes that nothing can ever compensate for hard work and that to succeed, one has to constantly make an effort and be disciplined.

To access the full interview with Kapur and to access other videos of inspirational personalities, visit www.leaderonomics.com/theleaderonomicsshow
Flexible working arrangements allow employees the option to make changes to their working hours, working time, and working locations.

According to a study conducted by Regus, 87% of Malaysian companies said that flexible working arrangements increased both productivity and revenue. William Willems, regional vice-president of Regus South-East Asia, New Zealand, and Australia, said the study involving 16,000 senior business managers around the world showed that Malaysian companies have welcomed flexible working.

In Malaysia and most Asian countries, there is a tendency for married women to leave their jobs after marriage and the birth of their children due to inflexibility at work and needs at home.

A study done by theAtlantic.com showed that employees who were allowed to change their schedules and whereabouts based on their personal needs and job responsibilities reported getting almost an hour more sleep at night before work.

Nearly 80% of workers say they would like to have the option of having more flexible working arrangements and would practise them if there were no negative consequences at work.

Experiential studies show that distributed work programmes increase the employee-per-workstation ratio by 20%.

61% of employers do not consent to their workers working a condensed work week for at least part of the year.

Various studies indicate both a growth in flexible work options and an expanded understanding of their significance in recruitment, morale, production, and preservation of workforce.

Early Bird Registration ends April 5, 2013
Sign up today!

Youth Leadership Camp
A fun-filled camp for youth aged 14 - 16 to discover their leadership potential.

3 - 8 June 2013

What are you waiting for?
For info or to register, email audrey.tong@leaderonomics.com or log on to www.leaderonomics.com/diodecamps
We have four experts on career management, HR and office issues who will address your questions weekly. We refer to them as Careeronomers - experts in career matters who will help you in your career journey. So if you have a burning question to ask, send it to dearcareeronomers@leaderonomics.com and we will get the panel to answer your questions.

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

DEAR CAREERONOMERS,

I am a young working professional in my mid-20s. I am interested in finding ways to develop myself and constantly push the barriers to become better, careerwise. Would you be able to advise me on what skills and areas of development I should be focusing on right now to prepare for the next phase of my career when I’m in my 30s? Looking forward to your answers.

MARY

Hi Mary,

Firstly, let me commend you for the initiative you are taking to develop and prepare for the next phase of your career. Truly, this is an attribute of a leader. As you have rightly called it your “next phase”, similarly, then your preparation should be towards your next role(s). Putting aside the required technical skills, you will not go wrong focusing on these leadership competencies required of a leader at any level:

1 Leading Teams

Needless to say, this is the obvious area that you should prepare yourself in. A good book to start reading is The 21 Irrefutable Laws of Leadership by John C. Maxwell.

2 Developing Others

As a leader, leading is merely one bit of the role. You will soon realise that you are faced with subordinates of different talents, capabilities, motivation and issues. How then do you coach and mentor the talented, as well as the underperforming subordinates? To help you grow in this area, firstly, have that heart to be a motivator, inspirer and encourager to your peers. Having a coach/mentor at this point will help you understand how someone more experienced develops talent.

3 Problem Solving / Managing Conflicts

As you grow to a larger role, you will be expected to resolve conflicts and find solutions to problems. Apart from that, you will also have to shoulder the decisions made during these times.

4 Change Management

As the saying goes, “The only constant thing in life is change.” At some point in your worklife, you may experience a major organisation wide change. Apart from being able to welcome and manage change, what will help you stand out in the organisation is to be a change agent. For a start, look out for opportunities to improve ways of doing things within your department and volunteer to implement this change. As you learn to identify problems, develop solutions, implement change and manage resistance for a small change project, you will be able to contribute more in this area when an opportunity arises.

5 Strategic Thinking & Business Acumen

Look for opportunities to learn from someone who you think has a strategic mind. Remember to keep abreast with the current issues and development in your area of work.

6 Performance Excellence

Steven Covey’s 7 Habits of Highly Effective People comes to mind when talking about performance excellence. Learn effective not only in your personal life but also in project management, as you can expect to be handling multiple projects simultaneously.

You can learn from books, training, role-models, the one with all the answers – Google, and most importantly, EXPERIENCE! All the best!

ELISA DASS AVIN

Hi Mary,

One of my favourite quotes is from Gandhi which I happened to see at the back of the T-shirt a young friend wore. “Live as if you were to die tomorrow. Learn as if you were to live forever.”– Gandhi

It’s great to know that you are taking charge of your growth and have a desire to develop yourself intentionally. Here are a couple of areas I believe would be a good focus as you determine which course of action to take to continue your personal and career growth.

PERSONAL MASTERY

Everyone should look into his or her personal strengths and gaps at each stage of life. This would enable you to know what abilities you have or lack so that you can determine how to develop them. This is where you figure out what soft skills you need to develop for now and for the future. This is also the stage where you assess your character, behaviour and values to determine what you need to better yourself in. It could be learning to communicate more effectively, learning to manage conflict, working in teams better, learning to solve problems, make wiser decisions, or overcoming fear or mindset limitations, time management. As you prepare for your career progression in your 30s, it could also mean developing personal skills in understanding, influencing, communicating and inspiring others, becoming more assertive, managing your emotions, bringing the best out of others and so on.

FUNCTIONAL MASTERY

It is important for your career to be able to establish some depth in the function you are in. Developing expertise in your role is important as you progress in your career. Look out for each progressive development areas that would bring you to the next level in your career. If you are in the accounting or finance line, what would you need to develop to become a chief financial officer or CFO? If you are an engineer, what would it take to become the lead engineer/plant manager/project manager? If you are an IT executive, what would you need to become the CIO, so on and so forth. Develop that kind of expertise.

BUSINESS MASTERY

In any role or industry you are in, an awareness of business is important. Even if you are working in a non-profit organisation or NGO. Understanding business will help you understand your role better and learn how decisions are made at management level. If you are working for a business, seek to learn basic business essentials like finance, operations, industry facts and happenings, customers, stakeholders, new technology and so on pertaining to your industry. Knowing your business becomes more and more essential as you progress in your career.

LEADERSHIP MASTERY

The most important area to develop as you progress in life or career, is to build your leadership abilities. And leadership is very much learnt through practice and putting all the other mastery areas into practice in different situations and contexts. Seek out opportunities to develop this aspect.

As you work towards determining what you want to develop, here’s a couple of ways to do so:

1 Get Involved

a) At work - What better way to learn than through hands on experience. Seek out opportunities by volunteering to take on projects or initiatives at the workplace. If it’s something in your functional area, great. Make sure it builds on your expertise. If it’s out of your scope of duty or area of expertise, even better. You learn more when it’s out of your comfort zone.

b) Outside of work – A lot of us learn and develop all mastery areas outside of work. Find opportunities to volunteer your time in your local community. Find out NGOs that need help and volunteer your skills and time to help. If you don’t have the skill, but have the passion, learn and contribute. Personally learnt a wealth of skills and knowledge by volunteering for a year with an NGO. I believe I learnt a whole “breadth” of expertise in one year; more than I did in over seven years of corporate experience. If you don’t know where to start, log on to www.doagoodvolunteer.com to find opportunities to volunteer.

2 Read, Read, Read

There is just so much to learn from books or even through the Internet. Almost everything you want to know or learn, can be found if you take the initiative to do so. And having the head knowledge, seek opportunities to put those practices that you learnt.

3 Continuous Learning

a) Seek out learning opportunities.

Take control of your own training and development in your organisation. Most organisations have a calendar of training planned out and often times the human resources lead a whole spectrum of training that they can suggest to you if you seek their advice. You may even find that there are interesting things to learn out there that you never would have thought possible.

Also spend time in your performance reviews with your managers to find out where you need to focus your development on.

b) Attend external courses.

Sometimes, some certification courses are beneficial to your career advancement. Look out for those necessary to enhance your expertise.

c) Learn online. You can also go online to learn a ton of things. If you want to learn from global thought leaders, you could even take free courses from global universities. Check out www.coursera.org.

I hope I’ve given you some insight and some tips to help you as you continue your learning journey! Enjoy discovering new things every day!

Regards,

ANG HUI MING

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

WHO WOULD YOU PICK?

7 6 5

Take a break from your studies and discover yourself. Find out more in Starting Young

Learn how to spot the signs of a resignation early on in Consulting Corner

Women have to make tough choices or attempt an impossible balancing act

It can get lonely at the top. The best leaders stay at the heart of the organisation

Also next week

70s
80s
60s
90s