DEALING WITH GENERATION Y
WHY ARE THEY SO DIFFERENT?
PAGES 7-9

Resigning
is an action that follows a long period of dissatisfaction. Managers should be equipped to recognise its symptoms.
Pg 11

SERVING THE BEST
brewed beer takes commitment and experience
Pg 3

PLAN YOUR CAREER
wisely by taking these simple steps
Pg 6

WORKING WOMEN
are trying too hard to be superwomen
Pg 12
When we first set up Leaderonomics about five years ago, I hired a large number of Gen Ys to help us in our start-up efforts. Gen Ys come in all size and shapes. We had an extremely bright and intellectual Gen Y who enjoyed learning. He had navigated jobs five times and he was still under the age of 25 at that time. There was another who wanted to work part-time. Yet another person we hired insisted to work from home. She also insisted that she only work 10 months in the year. The other two months were to be used for her to travel and explore different countries. So she worked hard for 10 months and then took two months off (with no pay) and blew everything she saved to have adventures deep in the rural provinces of India, China or wherever she felt was exotic.

Gen Ys are generally folks born in the 80s and early 90s and they are now a big part of the work force. We also refer to them as Millennials. They generally have parents who have invested heavily in them, encouraging them to take the time to get a university education and be self-confident. To them, it is imperative to establish a personal identity above all.

Having worked with Gen Ys these past number of years, I notice some peculiarities. Yet, at the core they are the same as the Gen X workforce. They crave attention from their managers, they want feedback and they long for a pat on the back when they do a good job. Although they may have some quirky work requests, they can be amazingly productive and bring new insights and joy to the workplace. All it takes is a bit of adaptation and providing them the encouragement, tools and inspiration to achieve the astounding things that only this generation can offer.

A few years ago, I hired an amazing Gen Y named Lily Cheah. She helped me develop a number of new businesses and supported me in the growth of Leaderonomics. Cheah is a remarkable woman. She has lived and worked in France and New Zealand before returning to Malaysia to join Leaderonomics. She hosts a TV show and has incredible communication skills. And she is a role-model Gen Y who is destined for greatness. And so, as I move on from the post of editor of the myStarJob.com career pullout, I could only think of one person who would replace me – Lily Cheah.

So, please welcome our new editor for this pullout going forward. She will be supported by the amazing Evangelia Christodoulou, who is the new assistant editor and the fabulous team who ensure we have the best content on jobs, careers and leadership every week. The best leaders act as a secure base for their workforce. It is the new assistant editor and the fabulous team who ensure we have the best content on jobs, careers and leadership every week. They will help me develop a number of new businesses and supported me in the growth of Leaderonomics. Cheah is a remarkable woman. She has lived and worked in France and New Zealand before returning to Malaysia to join Leaderonomics. She hosts a TV show and has incredible communication skills. And she is a role-model Gen Y who is destined for greatness. And so, as I move on from the post of editor of the myStarJob.com career pullout, I could only think of one person who would replace me – Lily Cheah.

Please, so welcome our new editor for this pullout going forward. She will be supported by the amazing Evangelia Christodoulou, who is the new assistant editor and the fabulous team who ensure we have the best content on jobs, careers and leadership every week. We will continue to be part of the pullout and hopefully continually inspire you weekly in my be a Leader column.

For those who have not signed up for my daily leadership wisdom site, just go to http://www.facebook.com/roshanthiran. leaderonomics for my daily lesson learnt and for daily leadership nuggets.

Cheah and her team will be taking this pullout to the next level. Not only will we continue to ensure its content is fresh, exciting, applicable and relevant to you, we are planning some exciting videos to continue supplementing this pullout which you can access at www.leaderonomics.tv. 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.

We wish you all the best in your career journey! Have a wonderful and interesting week, and we will be back next week with another edition. Be safe and enjoy the lovely weather and casual ice cream!

Get it, share it, love it. Take action. Get it done. Great leaders motivate their followers. Make sure that you keep on developing your soft skills and hard skills. Goodbye!
SOME job positions sound exotic and fascinating simply because they are rare and not easily available to the ordinary folks. That explains why movie stars, singers and other celebrities are held in such high esteem and have a big following.

Ever heard of a master brewer? Chances are not many people have, and only those whose job has something to do with the beer-making process will be able to conjure up the right image and job scope of a master brewer.

I had the rare opportunity to catch up in an up close and personal interview with Carlsberg Brewery Malaysia Bhd master brewer Kristian Normark Dahl and taken on a tour (from the observation deck) of the brewery recently. The Danish master brewer is aware of the fascination people have for his job and is ready with an explanation for it.

“I believe most people’s fascination around a master brewer is a bit romantic. Most likely you will need to go to a small micro brewery where the brewer carries in the sacks of malt to the mill and throws the hops into the copper to find some of that romance!”

Dahl, who is supply chain director of Carlsberg Malaysia, says (with tongue-in-cheek) his job is a bit less romantic.

“But I still find it fascinating. I get to set my footprint on the development and strategy of Carlsberg. So far my first year in Malaysia has been fantastic,” he beams.

So, was it a chance opportunity that set him on the course to be in the job, or has he prepared himself for it?

“It all started with my first job. After graduating with a masters degree in chemical engineer- ing, I decided to become a master brewer trainee with Carlsberg Denmark in Copenhagen in 1999. To get accepted into the Scandinavian School of Brewing, one needs some practical brewing experience. So in my first year in Carlsberg, I got exposed to all functions from malting, brewing, beer processing, packaging to research and development,” Dahl explains.

He found the job fantastic as it was a great opportunity to learn the whole process around making beer, planning production, first experiences as shift leader working on the shop floor, and the whole works.

“It provided me with great basic knowledge before going back to school to get my Master Brewers Diploma,” he adds.

A PEOPLE PERSON

Dahl is appreciative of everything he had learned from his first job.

“Most importantly, it revealed to me early in my career how important communication is and the value of each team member to the whole production process – from those on the shop floor to the manager.

“It only takes one team member to not perform his job before it affects the overall performance. This is why all team members should feel valued when they come to work and they should understand their role and the expectations that are set for them,” he reveals.

Fourteen years on, Dahl still believes the key experience and value from his first job is all about good communication.

“I think more or less starting on the shop floor in Carlsberg and working with people of all levels and background, has (really) embedded in me that it is all about people, respect for people, and ability to work with people. Hopefully I am displaying some of those values and I would like to think that this has given me the opportunities in Carlsberg,” he discloses.

In view of the nature of his job to follow “specific technical protocols”, he is well aware that his first job is crucial to his career development and personal advancement.

“Carlsberg hired me as a brew master trainee and sponsored my entire master brewer education. I have been with Carlsberg my whole career. The reason for this can be attributed to the opportunities that are available in a global company like Carlsberg. There have always been opportunities for me to develop and take on new roles,” he shares.

Since joining Carlsberg, Dahl, who would be turning 39 later this year, has assumed numerous responsibilities and lived in various locations in Europe and Asia with his wife. And each time he would be looking forward to a new challenge that moves him forward in his career.

After he sailed through his stint as brew master trainee, Dahl became shift manager at the Tuborg Brewery in Fredericia, Denmark. After a year he moved to Leeds in the UK to take on the role as technical brewer at Carlsberg-Tetley Brewery.

About nine months later, he was promoted to senior manager of the brewhouse and fermentation operations at the same facility. Dahl shows his passion for his job as a master brewer when recalling the “good old days” at Leeds when “we brewed real cask ales in open fermenters called ‘Yorkshire Squares’.

“First of all there is a lot of brew- ers’ craftsmanship in making real cask ales. Secondly, it is a special feeling for a brewer to walk through a room where you can see and smell all the fermentations. Unfortunately, most of today’s modern breweries have closed fermentation tanks due to hygiene aspects, and to comply with health and safety standards,” he explains.

OCCUPATIONAL APLENITY

After learning the whole works of the brewhouse process, Dahl was promoted to group production manager, Carlsberg Breweries A/S in Copenhagen, where he stayed on for three years. He assumed his first Asian posting in June 2007 based in Hanoi, Vietnam as regional technical director, Carlsberg Indochina Ltd, covering Carlsberg’s operations in Vietnam,Cambodia and Laos. In March 2012, Dahl headed to Malaysia to assume the position as supply chain director of Carlsberg. Here his main goal is to develop the most agile and efficient supply chain in Asia supporting the company’s business goals.

“On a day-to-day basis, I have a fantastic team of people supporting me. My role is more managerial; setting the strategy and direction for supply chain in line with the company’s ambition in various areas such as portfolio expansion, lifting efficiency and minimising our environmental impact,” he says.

So, does Dahl see himself assuming other new roles and responsibilities in his career going forward?

“Sure, but for now I have my hands full and there is quite a journey in front of me together with the team in Carlsberg. Who knows what the situation will be like in a couple of years and whether there will be a need for a brewer?” he quips.

Young Malaysians who are eager to pursue a career as a master brewer can use some advice from Dahl.

“A normal basic requirement is an academic background preferably within chemical engineering or food technology. Then you’ll need practical brewing experience before attending a brewing course or school.

“And not least, you will need a sponsor. Do check out some of the links to schools offering master brewer certification such as http://www.brewingschool.dk/side.asp, Scandinavian School of Brewing, https://www.vlb-berlin.org/en, VLB Berlin, and http://www.ibld.org.uk, Institute of Brewing & Distilling,” he shares.

Kristian Dahl delights in serving the best beers

“Carlsberg hired me as a brew master trainee and sponsored my entire master brewer education. I have been with Carlsberg my whole career. The reason for this can be attributed to the opportunities that are available in a global company like Carlsberg. There have always been opportunities for me to develop and take on new roles”, he shares.

“One of our main initiatives to support this journey is the implementation of LEAN in production. We are moving towards being a portfolio company and in my first year here we have taken on the production of Asia, Kronenbourg 1664 and Kronenbourg Blanc. With added complexity you are going to lose effi- ciency unless you start operating differently. This is where I see LEAN playing a major role in our future,” he explains.

Heading the supply chain in Carlsberg provides him the responsibility of receiving the raw and packaging materials, and turning them into high quality products that can be delivered to the customers at the right cost.

“On a day-to-day basis, I have a fantastic team of people supporting me. My role is more managerial; setting the strategy and direction for supply chain in line with the company’s ambition in various areas such as portfolio expansion, lifting efficiency and minimising our environmental impact,” he says.

And not least, you will need a sponsor. Do check out some of the links to schools offering master brewer certification such as http://www.brewingschool.dk/side.asp, Scandinavian School of Brewing, https://www.vlb-berlin.org/en, VLB Berlin, and http://www.ibld.org.uk, Institute of Brewing & Distilling,” he shares.

The Danish master brewer is aware of the fascination people have for his job. Dahl posing with the brewhouse vessels.}

By Angie Ng

Angie@thestar.com.my

Mystarjob.com, Saturday 6 April 2013

http://www.ibd.org.uk

http://www.vlb-berlin.org/en

https://www.vlb-berlin.org/en


*Image 189x704 to 600x1003*

*Image 432x34 to 742x422*
Need To Test Drive Your Talent Before His Promotion?

Send them to our Business Simulation Assessments today!

Promoting a talent to a larger role is almost like upgrading a car. Apart from the advertisements and specifications of its capability, you’d want to personally drive it to see how well it picks up, take that sharp bend and maneuver on rough terrains before you make that big purchase. In Leaderonomics, we help you to do just that with your talents!

With our 2-day Business Simulations, the management will be able to observe how their talents perform in an environment that closely mirrors their actual future corporate scenarios such as solving a business problem while managing conflicts, stakeholders, financials, presentations and more.

BUSINESS SIMULATIONS AS AN ADVANTAGEOUS ALTERNATIVE TO CONVENTIONAL ASSESSMENT:

1) High-Pressure Setting To Observe Actual Behaviors
   This intentional intense setting forces participants to unmask as they hurry to achieve their objective while having to deal with team members and stakeholders. Put your new car under stress and that tells you the potential performance of your new machine.

2) Multi-Angled Assessment Exercises
   This Business Simulation links case study, in-tray, presentation, group exercise, role-play and competency-based interview on the same storyboard. Like your new car, the key features are included, only better!

3) Multifaceted Feedback
   Through the in-built assessment points, the management will be able to obtain a 360 feedback at varied level such as self-report, team feedback, assessors/psychologists evaluation and consultants observation. Let the roads, passengers and engines tell you how the car is!

So test drive your talents with Leaderonomics to avoid costly succession planning mistakes.

Be A Leader.

For more details, please contact our Assessment Team at elisadass@leaderonomics.com or call 012.260.4423.
THE BEST LEADERS ARE AT THE HEART OF THEIR ORGANISATION

Because the leader’s psychological presence is what counts more than their physical presence, these leaders can be secure bases to thousands of employees.

1 USE MEAL TIMES
While it may feel more comfortable day, use meal times to get to know different people. Set lunch dates with different to build bonds.

2 ASK DIFFERENT QUESTIONS
It’s easy for performance to constantly into the habit of asking non-performance related questions to your employees. A genuine “how are you?” is a good start.

3 PRIORITISE TIME WITH YOUR EMPLOYEES
Schedules can be ruthless and with meetings galore, you may find your days passing far too quickly. Schedule in time with your people and set

TIPS FOR STAYING CONNECTED

IT SHOULDN’T BE LONELY AT THE TOP

By GEORGE KOHLRIESER
myStarjob@leaderonomics.com

THE traditional image of business leaders position them at the top of an organisational pyramid. They are visionaries who create distance between themselves and others, experts who are isolated from the people making up the organisation. This image reinforces the sense that it’s lonely at the top. Leaders, we assume, need to be slightly disconnected from others in order to take charge and remain objective. Nothing, however, could be further from the truth. Our very greatest leaders are anything but disconnected. Rather than positioning themselves at the top of the organisational summit, they embed themselves at its very heart and surround themselves with the people with whom they work. They recognise that bonding – which I define as an attachment that creates energy – is the key to great leadership. It is this skill of interpersonal bonding that brings out the best in others and makes them want to follow; it is the difference between managing tasks and leading people. When employees describe the most influential leaders they have worked for, do they use words such as “detached”, “distant” or “individualistic”? Far from it. Instead, they use adjectives that reflect high bonding, “supportive”, “caring”, “fair” and “accessible.”

Detached leaders, those who focus only on results at the expense of bonding, foster environments that are unlikely to be creative and unable to sustain long-term results. They consciously or unconsciously end up dominating those with whom they work and in the process disengage from those around them. Certainly, these leaders feel lonely. First-time CEOs are more at risk of becoming lonely at the top. This feeling, and the realities it reflects, can affect their job performance. According to one international survey, nearly 70% of newly appointed senior executives say loneliness has a negative impact on their capacity to fulfill their role. Leaders would feel more effective if they focused on bonding and giving others what they need to succeed.

When it involves bonding, leadership is like the skilful practice of “belaying”, a safety mechanism used in rock climbing. In the two-person version of this technique, the belayer acts as a “secure base”, positioning himself or herself at the bottom of the ascent. The climber is attached to one end of the rope and the belayer, using a device clipped to his harness, holds the other end of the rope so that the climber has enough slack to move, but not enough to fall any great distance. As the climber advances upwards, the belayer remains at the bottom to secure the climber and take up slack in the rope as needed. The climber, like an employee, can take risks precisely because the secure base figure or leader below is providing a powerful combination of safety and stretch.

This metaphor conveys the sense of a leader leading from below rather than above. It captures the power of connection and attachment between leaders and others. The leader is recognised as a strong, trustworthy and dependable base that encourages employees to climb high and reach their full potential. I call these leaders Secure Bases. They form bonds based on trust and caring, and then (and only then) dare people to go further than they ever have before. These leaders truly inspire others and unleash the potential in their employees and their organisations. Because their psychological presence is what counts more than their physical presence, these leaders can be secure bases to thousands of employees. Far from being lonely, these great leaders are bonded with people — often many, many people – on a deep level. It’s time that we stopped lauding those leaders who claw their way to the top and remain there in detached isolation. Instead of focusing on advancement involving a leader’s own vertical ascent, let’s focus on how they help others climb and achieve great results.

Dr George Kohlrieser is a professor of leadership and Organisational Behaviour at IMD, a former hostage negotiator, and author of the award-winning bestseller Hostage Negotiator, and author of the award-winning bestseller Hostage Negotiator, and author of the award-winning bestseller Hostage Negotiator, and author of the award-winning bestseller Hostage Negotiation, and author of the award-winning bestseller Hostage Negotiation, and author of the award-winning bestseller Hostage Negotiation, and author of the award-winning bestseller Hostage Negotiation, and author of the award-winning bestseller Hostage Negotiation. His new book is Care to Dare: Unleashing Astonishing Potential through Secure Base Leadership. George conducts inspiring workshops all over the world. If your organisation is looking for an inspiring workshop, contact people@leaderonomics.com to book Dr Kohlrieser for your next workshop.

LEADERS WOULD FEEL MORE EFFECTIVE IF THEY FOCUSED ON BONDING AND GIVING OTHERS WHAT THEY NEED TO SUCCEED.
**Brain Bulletin**

**AN ASTONISHING DRINK FOR YOUR BRAIN**

By TERRY SMALL

**WHAT is the No.1 drink on the planet for your brain? Tea!**

Tea is an astonishing source of antioxidants. Dr. Neil Schuss, renowned researcher at the American Health Foundation, says “Tea should be the national health beverage.”

Drinking tea soaks your brain in antioxidants, potentially slowing down brain decline. Dutch researchers found that tea keeps blood vessels that feed the brain healthy. Other research shows that tea prevents dreaded “lipid peroxidation” that first step to brain cell destruction!

Tea has another great brain benefit as well. There is an interesting short article:

**Are You Easily Distracted? Try Some Tea!**

**Newsweek Sept 27, 2007**

“Tea as a treatment for attention deficit disorder? If the beverage’s other health credentials aren’t enough - a host of studies have suggested it shields against heart attacks, stroke, diabetes, and possibly some cancers - now comes the news that it may also focus jumpy minds.

“We have reports going back thousands of years that drinking tea makes people feel relaxed,” says John Foxe, a professor of neuroscience and an expert on the mechanisms of attention at the City University of New York. “But it also seems to make them more alert.”

The bulk of the research on tea until now has focused on the anti- oxidation and minor flavonoids, catechins, and lignans that appear to arm the body against disease. It’s thought that they improve blood vessel dilation, for example, and lower the risk of aortic atherosclerosis.

“With all the more tea one consumes, the stronger the cardiovascular protection will be,” says Lenore Aron, at the University of California. By inhibiting damage to DNA, some researchers theorize, the antioxidants may also slow tumour growth.

Now neuroscientists are weighing in with evidence that components in the leaves of the Camellia sinensis plant may work wonders in the brain as well. According to Foxe’s research, the amino acid theanine, which is found in green, black, and oolong teas, causes a decrease in the brain’s “alpha rhythms” when people perform complex attention tasks, causing them to pay closer attention. Other brain studies are still in the very early stages but offer hope that tea might battle degenerative diseases like Parkinson’s and Alzheimer’s.

In mice, tea’s main antioxidant shows an ability to curb brain cell death and encourage neurons to repair themselves.

What you eat and drink really does affect your brain. Even small dietary changes can help!!

- **Drink ice tea instead of pop.**
- **Sunnite one cup of coffee for tea.**
- **Drink ice tea instead of pop.**

In the next Brain Bulletin you will read about an interesting study that discovered a way to make your brain dumb!

Remember: *You are a genius*.

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

---

**MAKING A CAREER PLAN**

**THINK THROUGH YOUR DEVELOPMENT**

**HOW TO?**

1. **DECIDE ON YOUR CAREER GOAL**

Whether you are a school/university student or already working, take some time and reflect on yourself in order to identify your career goal. Your career goal should be based on a specific job you want to do, or at the very least a specific field in which you would like to work in. When thinking about a career plan in terms that are so abstract, it is very difficult to identify steps that one needs to take in order to achieve his or her aim. For one, the aim itself is so vague that it does not allow proper scheduling and organizing for yourself. It does not allow proper scheduling of the steps that need to be taken in order to get there, be it short term or long term goals you’ll have to set for yourself.

Here are a few pointers on what to consider when you try to come up with your career plan.

2. **DECIDE ON THE POSITION YOU ARE AIMING FOR IN YOUR**

Having identified the areas which you need to focus on, it is time for you to plan your development. Set short-term, medium-term and long-term goals, depending on how much time you think you would take to develop each area, and make sure you do your best to keep to your set timelines. Don’t forget to reflect and evaluate your progress along the way to ensure you remain on track.

3. **MAKE AN INVENTORY OF YOUR SKILLS AND RESEARCH ON WHAT IS NEEDED TO ATTAIN YOUR GOAL**

Having decided on your career goal and narrowed down the ultimate position you would like to hold in your career, make an honest inventory of your skills. Take your time on this – you may even want to talk about this with friends, colleagues, even your supervisor. Have a realistic understanding on the level of each skill you hold, and identify your key strengths and weaknesses. Once you have this, make a second list on strengths and skills you would need to achieve your goal. See how the two lists compare and what is missing, as well as the extent to which you will need to develop certain areas.

4. **SET SHORT-TERM, MEDIUM-TERM AND LONG-TERM GOALS**

Having identified the areas which you need to focus on, it is time for you to plan your development. Set short-term, medium-term and long-term goals, depending on how much time you think you would take to develop each area, and make sure you do your best to keep to your set timelines. Don’t forget to reflect and evaluate your progress along the way to ensure you remain on track.

5. **PUT IT IN WRITING**

To ensure your career plan does not fade away like many dreams and ideals we always let go by, make sure you put it in writing. Lay it out on one piece of paper and make sure you include the end-goal, but also all the steps you need to take to develop certain areas in order to get there. Identify benchmarks and timeframes. You should ideally involve personal benchmarks as well, as those are also going to take up time and if you leave them out, might delay or suddenly overhaul your career plans altogether.

At the end of the day, always keep in mind that situations change. Your personal circumstances may change overnight, or your priorities may shift. Even though you put your career plan in writing, be ready and willing to change it, in order to be realistic and current. Be willing to revise your plan every now and then, and do make enough time to reflect on your progress, as well as your final aim.
USE THE FEEDBACK STYIE TO ENGAGE GEN Y

By ANNA TAN
myStarjob@leaderonomics.com

ODAY is my third anniversary with a multinational corporation (MNC). I joined the MNC as a management trainee after completing my degree in business studies. Imagine my excitement when my boss confirmed that I was regarded as a key talent with a promotion to management echelon to boot! In today’s multi-generational workforce, I am among Gen Ys, known for being go-getters, impatient to contribute and make a difference. A colleague recounted an incident when she confirmed a Gen Y and upon completion of his probationary period, she was asked, “When am I getting a promotion?” That may have seemed a tad too extreme but it resonates with my philosophy about knowing how I am doing and getting the right feedback on a timely basis. It would be most frustrating if my ideas are not listened to or that my role is not visible.” Gen Ys are drawn towards an environment that understands them and is keeping up with them. It is high time for leaders to replace some of their “die-hard” ways to a feedback style which engages the team. In this article, let’s look at practical and effective ways of giving feedback so that you don’t end up getting people defensive and resentful for highlighting areas of improvement.

Leanne, a fresh human resources professional from university, worked in one of the Big Five as an auditor. During an audit assignment, I was reprimanded by my supervisor when I missed my deadline. He asked me, “Why are you always making mistakes? What are you weak in?” Telling me that I am slow or wrong is not helpful at all. Not only did it end up denigrating me in a personal way, it also did not improve my skills in meeting the deadline. Whilst his intention was to help me improve, the way it was delivered achieved the opposite impact. As you might have predicted, I did not enjoy working with the supervisor and left to work with another supervisor once the chance presented itself. It is a common adage that empowerment is the key to engaging the Gen Y. Given the environment they have grown up in, with access to technology and travel opportunities, they have more choices and are more mobile.

True, most leaders think that feedback is about commenting on the person or judging the person based on his or her behaviour. They want to help us improve but despite their best intentions, most managers are not skilful in giving feedback. Here’s a simple four steps in giving effective and meaningful feedback to Gen Ys:

1. **Always make an effort to find and state the positive aspects about the situation**

   “Good job! Your ability to meet the deadline is a significant achievement. This is even more so considering you are relatively new to the job. Thank you for the great efforts and pulling in the extra hours to get the job done.”

2. **Describe the specific behaviour and explain why it was effective**

   “You managed to overcome the customer’s objections and convince him that we are the right partners to work with. Your resilience and persistence really nailed the account.” The Gen Y is a savvy lot. Be sincere and specific; they can readily differentiate flattery from tokenism.

3. **De-personalise: Comment on the behaviours, not the person**

   “In this company, it’s ‘nothing is invented over night’ and bossesthat feed back is given only to correct our errors or highlight our mistakes. However, taking the deficit approach is easy but not effective at all. Who likes their flaws pointed out? Who likes to be criticised? The very instance someonesomeone comes to us with ‘here’s some feedback for you,’ alarm bells ring in our head. Translation: Criticism. Not doing things right. Translation: Failure. When you want to engage the Gen Y, give your feedback in a way which highlights the positive aspects of the situation, appreciate their ideas and acknowledge their contribution. Make an effort to appreciate the positives and strengths of the Gen Y you are giving feedback to. Here are examples to turn the situation from a deficit perspective to an appreciative one.

   **What went wrong again?**
   **What is the problem?**
   **Why did you do it that way? This is not the first time you messed up.**
   **What are you weak in?**
   **Why are you always making mistakes?**
   **It’s pointless trying to convince the boss. He will never listen.**
   **This is a dead end job. Why are you still working here?**
   **In this company, it’s ‘nothing is invented here’**
   **Who would blame you for this?**

4. **End on a positive note, Reafirm the positive behaviour to encourage repetition**

   “You are a great recruiter. Your clients appreciate your customer service and they mentioned that you always look out to recruit the best talent for them. You must be so proud to hear that. I am confident you will continue with the same level of commitment and repeat the same success and even more! Let me know what support you need from me.”

**Accentuating the positives**

Without frequent and constructive feedback, we are not aware whether we are on track or doing the right thing. Obviously, it is easier to criticise and state the negative. We learnt from our well-meaning parents, teachers and bosses that feedback is given only to correct our errors or highlight our mistakes. However, taking the deficit approach is easy but not effective at all. Who likes their flaws pointed out? Who likes to be criticised? This very instance someone comes to us with “here’s some feedback for you,” alarm bells ring in our head. Translation: Criticism. Not doing things right. Translation: Failure. When you want to engage the Gen Y, give your feedback in a way which highlights the positive aspects of the situation, appreciate their ideas and acknowledge their contribution. Make an effort to appreciate the positives and strengths of the Gen Y you are giving feedback to. Here are examples to turn the situation from a deficit perspective to an appreciative one.

By ANNA TAN
myStarjob@leaderonomics.com

**FROM DEFICIT TO APPRECIATIVE**

**DEFICIT APPROACH**

What went wrong again?
What is the problem?
Why did you do it that way? This is not the first time you messed up.
What are you weak in?
Why are you always making mistakes?
It’s pointless trying to convince the boss. He will never listen.
This is a dead end job. Why are you still working here?
In this company, it’s ‘nothing is invented here’
Who would blame you for this?

**APPRECIATIVE APPROACH**

What’s going well?
What are the opportunities?
What did you learn from that?
What are your areas of development?
What worked for you before?
What options do we have?
What would make the boss listen to us?
What do you most value about your job?
What ideas do you have to get things done differently?
Who are the key supportive people in your life?

**FEEDBACK – IN A NUT SHELL**

Feedback is a wonderful thing – it offers an opportunity for both the leader and coachee to learn and connect. In short, when you give feedback, be specific about the actual behaviours you are calling out; don’t make judgment about people’s personality or what their behaviours mean. Use words that foster collaboration and engender trust. Stop looking at people from the deficit approach. When you catch others doing the right things, your positive reinforcement will motivate repeats of the positive and effective behaviours from your team. Remember, timing is everything so it is imperative that you share your feedback at the earliest opportunity when the incident occurred. Strike when the iron is hot!

Anna Tan is a bean counter who found her calling in HR. Her journey in corporate HR has led her to pen ‘STRETCHED! Unleashing Your Team’s Potential’ by Coaching the Rubber Band where she likened human potential as flexible and agile as the rubber band.

**AVOID COMMENTING ON THE PERSON, COMMENT ON THE BEHAVIOUR INSTEAD.**

**TIMING IS EVERYTHING**

Make sure you give feedback in a timely manner. Gen Ys are hungry to learn and they appreciate recognition for their contribution. Don’t wait three months down the road to tell them what they should think about their behaviours. Highlight what went well and what could be better. Engage them in a dialogue to offassess their performance and behaviours. From an HR perspective, regular feedback makes the annual appraisal discussion a much more meaningful conversation. I read in an article that managers liked appraisal discussions as throwing a newspaper into a dog’s house and being done with it! As a HR leader, I have seen managers using the annual appraisal as an avenue to judge their staff rather than improve performance and connect. Rather than highlighting these shortcomings immediately when they occur, some choose to wait until the annual appraisal to use these as “weapons” to justify why their staff doesn’t deserve a four or five rating. To bring something as old as a year is not helpful and creates a lot of mistrust and resentment from the staff.

By ANNA TAN
myStarjob@leaderonomics.com

**APPRECIATE THE POSITIVES AND THEIR STRENGTHS.**

mystarjob.com, saturday 6 April 2013
HIGH EXPECTATIONS

Ambitious

Gen Ys want to grow.

A need to find purpose,

What contingencies are going on in the world, they expect the job in return. These now translate to the fine arts and the workplace. Expeditious from team leaders and senior management for the new unselfish direction and opportunity to interact with senior management and think Gen Ys terms. Such practices show the organization values its employees better than its bosses view.

A keen sense of questioning

Tradition isn’t lost on Gen Ys; however, they need to understand the reasons for its existence. They are constantly reimagining new ways to innovate and improve, and do away with old unnecessary ways. Leaders need to be open to questions of statements like “We’ve always done it this way.” Gen Ys will not be afraid to question the effectiveness of a certain methodology and seek environments which present opportunities for personal change and growth. For Gen Ys, it is about calling hours, but also about balancing these to a meaningful and useful way. This extends to the concept of working remotely or having flexible working hours. Gen Ys tell us to understand and if we want to retain these hours knowing through traffic for a job which can be done from the comfort of home. Visible presence in the office is no longer the determinant as to whether a job will be completed. Employers are being challenged to now think creatively to support this work-life balance.

How does the organization

Structure: Get your organization ready to shift to a more agile model. Today, in a dynamically changing world, agility is needed to be able to meet the pace of change.

For organizations: Create your organization as an agile model.

For organizations: How do you think your organization can be more agile? What will you do to shift to an agile model?

Culture: To build an organization which is flexible and is easily able to adapt to change, the culture in the workplace needs to be one which is open and receptive to change.

For organizations: What will you do to shift to an agile model?

Personal growth: Gen Ys want to grow.

To shift to an agile model, Gen Ys need to develop their personal growth.

For organizations: What personal development programs will you offer to shift to an agile model?

QUALITIES TO BE ADORED

A need to find purpose

A sense of purpose affects Gen Ys. They will only stay on if they are able to connect their work to a cause. In order to work with Gen Ys, it is crucial to understand their need for purpose. The question for every senior leader is: “What is the organization’s mission and how does it tie back to mine?”

A keen sense of questioning

Tradition isn’t lost on Gen Ys; however, they need to understand the reasons for its existence. They are constantly reimagining new ways to innovate and improve, and do away with old unnecessary ways. Leaders need to be open to questions of statements like “We’ve always done it this way.” Gen Ys will not be afraid to question the effectiveness of a certain methodology and seek environments which present opportunities for personal change and growth. For Gen Ys, it is about calling hours, but also about balancing these to a meaningful and useful way. This extends to the concept of working remotely or having flexible working hours. Gen Ys tell us to understand and if we want to retain these hours knowing through traffic for a job which can be done from the comfort of home. Visible presence in the office is no longer the determinant as to whether a job will be completed. Employers are being challenged to now think creatively to support this work-life balance.

For organizations:

Malaysia has the most flexible working hours, as ranked by the World Economic Forum. 64% of Malaysians are proud to work in an organization that encourages flexible working hours.

A survey comparing graduates from the UK, China, the Middle East and Malaysia found that:

- Malaysia has the most legal graduate working hours, retaining the top 3 rankings for 10 years.
- 64% of Malaysians are proud to work in an organization that encourages flexible working hours.
- 87% of Malaysians graduate want to work in their dream job as a Coach or Mentor.
- 87% of Malaysians graduate want to work in an organization that encourages flexible working hours.
Because of the new opportunities available, the decision to take a gap year is not necessarily a simple one. However, there are several key points to be taken into consideration when making this decision. The first point is to decide whether taking a gap year is the right choice for you. This decision should be made after careful consideration of your own goals and aspirations. The second point is to research the options available. This includes exploring the different ways in which you can spend your time away from school, such as volunteering abroad, participating in a cultural exchange program, or taking a gap year for personal development. The third point is to consider the financial implications of taking a gap year. This includes researching the costs associated with taking a gap year and creating a budget to ensure that you have enough funds to support yourself during this period. Finally, the fourth point is to consider the impact of taking a gap year on your academic and professional future. This includes researching the long-term benefits of taking a gap year and developing a plan for how you will use this time to advance your career goals.

By RADHINA CHELLIAH
mystarjob@leadercomics.com

1. TAKING A GAP YEAR IS NOT RESERVED FOR TRUST FUND KIDS

Yes, a common view of taking a gap year is that it is reserved for trust fund kids. However, the reality is that anyone can take a gap year. The only requirement is that you have the time and the resources to do so. This means that anyone can take a gap year, regardless of their financial situation. The only thing that matters is that you are willing to take the time to explore your interests and develop your skills.

2. GAP YEAR IS JUST A FANCY TERM FOR BUMMING AROUND

Is there much to learn from taking a gap year? Hagedorn says, “From my internship I have learned communication skills, multimedia presentation skills, and basic office skills like how to write proper emails, and social marketing skills. From my drum circles I brushed up on my leadership skills, self-confidence and learned how to organise an international conference. The things I have picked up from my gap year are definitely skills that I would never have a chance to learn in school, not even college!” Indeed, college life can be so hectic; there is no time to pick up such skills and experiences at such an intensity.

3. THOSE WHO HAVE TAKEN A GAP YEAR WILL LOSE INTEREST IN THEIR STUDIES

In contrast, taking a gap year will help you discover your passions and chart a clearer pathway for your career which is aligned with your personality, ability and interests. Is Hagedorn geared up to hit the books again? “Yes I am motivated to get back to the study routine. I have started applying for colleges and I am awaiting their responses. My gap year has definitely given me a better understanding about myself and what I want to study because it has given me a lot of time to think about it. I’ve changed my mind about what I want to study three times! I couldn’t have done that as easily if I was already enrolled in college; it would be too expensive.”

While there are two sides to a coin, the benefits of taking a gap year are highlighted below. Should you require information on the down-low, consult the mainstream. Taking a gap year does not necessarily mean living like a hippie or spending time at the Full Moon party in Thailand, although these are options! There are several key points to be noted before jumping on the bandwagon. Ask yourself why you actually earn money during your gap year by working. A lot of kids pay for their college by taking a gap year to work locally or abroad. Hagedorn shares that the only parts that needed financial aid was her trip to the United States for the drum circle training and her trip to Cambodia to be part of a film crew for a documentary. In fact, she stopped taking an allowance from her mum as soon as she started her internship in December 2011. As opposed to a gap year being a spending spree, it can be a good training ground for teens to manage their own finances.

TAKING A GAP YEAR CAN BOOST YOUR EMPLOYABILITY

By RADHINA CHELLIAH
mystarjob@leadercomics.com

THE last thing on your mind after completing SPM or O-Levels would be to study even more! Yet this is exactly what most Malaysians opt to do as the race begins. Fortunately, for the more adventurous, there are several exciting options available upon completion of your high school education, one of them being taking a gap year. This may sound like backpacking or volunteering in rural areas for some, but a gap year is really what you make of it. The flexibility allows youngsters to discover themselves in their own way, at their own pace. For those of you cringing at the mere mention of taking a break at such a young age, you are not alone. One of the main reasons Asians in general do not take gap years is simply because their parents do not allow it. In fact, the only choice most kids have upon leaving high school is to immediately pursue college and then a degree. While this method may work for some, one man’s meat is another man’s poison. It is counterproductive to be dragged into a course; resources are simply being wasted. Sometimes, it is a case of the blind leading the blind as only you know yourself best.

As the concept of taking a gap year is alien to this side of the world, there are some myths to be debunked and facts restored in order to understand it. As I have never taken a gap year myself, I asked Rhonwyn Hagedorn, who is currently taking a gap year to share her experience. 

A GAP YEAR OFFERS OPPORTUNITIES TO DO THE THINGS THAT YOU MAY NOT HAVE BEEN ABLE TO DO WHEN YOU ARE STUDYING

I asked Hagedorn to pick her favourite experience and it turns out to be quite interesting. “The best experience was that I got to go to the United States for my drum circle certification! I learned so much from that one week and nothing else could compare to it. I couldn’t have done it if I went back to school immediately as the seminar always falls around exam time. So while everyone was cramming their heads for mid-terms, I was in Hawaii experiencing and learning other things!”

WITH THIS AMAZING JOURNEY COMES CHALLENGES

Believe it or not, the main challenge is pressure from social circles! “I faced having people pitying me for taking a gap year, they all thought that ‘taking a gap year’ meant that my parents can’t afford to send me to college. But I learned after a while that I am doing what I love and no one can stop me,” Hagedorn concedes.

There are many options for those going for a gap year such as volunteering, travelling, backpacking, couch-surfing, working, internships, eco-tourism projects, starting your own business or writing a book. There are several organisations dedicated to people taking gap years and assisting them with information and ideas. Although the term gap year connotes spending an entire year on such activities, it can actually be as long or short as you decide it to be. Most people opt for a period of six months to 18 months but it really depends on the individual. This highlights the beauty of taking a gap year which is its subjective nature. Hence, two individuals are highly unlikely to have a similar experience.

Find out if taking a gap year is really meant for you. Life is short and it is the journey that counts. Make your journey meaningful by taking control of your future. Be open-minded and consider even the less conventional options when deciding what to do after SPM. You will be surprised at the results. Instead of living the dreams of others, live your own dreams. The world is your oyster and with time on your side, get ready for a fantastic journey that lies ahead. C’est la vie!
By JOSEPH TAN
mystarjob@leaderonomics.com

Resignation is a process, not an event. Responsible managers would be wise to recognise symptoms of a pending resignation rather than be taken aback when it actually happens. The notion that ‘prevention is better than cure’ appears because the wise manager is the one who takes proactive and pre-emptive steps during the early stages rather than perform damage control when it might be too late. By recognising these key symptoms, you will undoubtedly build deeper loyalty and improve team morale – which is on the wish-list of every manager.

Resignation Symptom No.1: Observe Punctuality

The character quality of punctuality is defined as showing esteem for others by doing the right thing at the right time. My willingness to follow a leader depends on whether his leadership creates a beneficial atmosphere and actions how they have benefited my life. It is very easy to follow those we interact with, and the people that we admire, for one reason or the other; however, we must always keep in mind that these people may not always have a clear idea about what they are doing and how to manage their plans. Determination and focus are crucial to success at a personal as well as professional level. As such, be careful whom you listen to; make sure you are surrounded by people you look up to and admire for the same reasons, but at the same time be analytical and wary of merely following and judging your employees; rather, it is an “alarm” which should cause you to initiate a serious conversation with the affected employee. Sometimes it could be a job fit issue and when discussed in a spirit of encouragement and helpfulness, it will result in a win-win proposition.

As mentioned, resignation is not an event – rather it is the cumulative process of “signals” not observed. It is the intention of the author that the three observational symptoms in this report will assist managers to the needs of their employees for early intervention so that impending resignations will be transformed into opportunities for greater understanding and job fit.

Joseph Tan is a trainer that 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 EVA CHRISTODOULOU
eva.christodoulou@leaderonomics.com

How many times have you heard your elders tell you that you have to be careful with the friends you keep, and that more often than not, your friends shape your perceptions of life and the decisions you have to make? The truth is, friends and the people around us – colleagues, relatives or celebrities that we admire so much – will influence our lives. It is very easy to follow those we interact with and the people that we admire, for one reason or the other; however, we must always keep in mind that these people may not always have a clear idea about what they are doing and how to manage their plans. Determination and focus are crucial to success at a personal as well as professional level. As such, be careful whom you listen to; make sure you are surrounded by people you look up to and admire for the same reasons, but at the same time be analytical and wary of merely following other people’s advice or suggestions. At the end of the day, even though people may have the best of intentions, they may not know what the best is for you. Only you know how to remain on track and what you need to do to achieve your aims. So, even though you should be open to advice and ask for guidance from people you think are in a position to help you, remember that you need to stay focused on track. Follow your judgement and intuition and don’t let other people hinder your progress.

Eva Christodoulou hopes everyone will stay focused on their targets and not be side-tracked by those around them.
Debbie Pozzobon is currently living and working in Malaysia. She previously held senior roles in various organisations and she advocates for women. She also runs leadership training for women. If you are keen to engage her for your organisation, email people@leaderonomics.com for more details.

It is almost impossible for women to strike a balance between successful careers, motherhood, and someone being able to let their man feel like he is still the provider.

As opposed to the traditional fairy tales of almost helpless dependency, our new role models are women that are even more unrealistic! God help those thousands of employees. Women are planning a work ethic based on their own formidable standards. This is a woman who obtained a computer science degree, specialised in artificial intelligence, and who developed Google’s famous uncluttered homepage. She is a millionaire many times over, and features in the Fortune list of top 20 tech people in the world. Does this mean that she will not understand or appreciate that not all women are as gifted or driven as she is? We are not all imbued with the staggering talent of a Leo Tolstoy who wrote while fighting as a soldier during the Crimean War. I am looking at the regular qualified employee with specific tasks and deadlines. Will she understand some women’s need for more flexibility in their work lives? Many women (and indeed men) are not like her and may not be able to effortlessly raise children whilst managing one of the largest companies in the world. She was once quoted as saying, “I don’t need much sleep.” Perhaps with the assistance of many maids, she is able to get the rest that most normal mothers lack whilst attending to teething problems and colic.

The uncomfortable truth is that I believe that she is correct. It is my opinion and experience that maintaining this superhuman balance is not sustainable. I too, was a working and single mother for most of my child’s upbringing. There were times when my career took precedence, and other times when I had to put my child first. There were days when I had no other choice but to take a sick baby to the bank, and hope that I could appeal to my fellow colleagues to allow me to catch up through geographical boundaries, cultures and religions.

Some of the problems that have been a move towards embracing professional women in the corporate world, although they are expected to do their delicate and sometimes impossible dance between work and family. Men, on the other hand, are not expected to do this. They strike a balance. As a result, men are left free to focus on the needs of the working family. Should this not be how we look at this problem, rather than the one-sided view of the working mother? And now Mayer had decided that working from home is just not the way it will be done. When a company that is a leader in the field of business and technology sets a precedent, surely others will follow.

There is an argument that posits that technology makes it possible to work just as efficiently from anywhere. The counter punch is that whilst this may be true, work is not solely about efficiency. The sense of belonging, the striving towards a common goal that is a consequence of being in the same space, contributes to a company’s sustainability and success. Skype is not quite the same thing.

More importantly, life is about choices and consequences, and we need to learn how to make decisions, and then learn to love the consequences. We will do this by making a task that we could have done from home, but in the process spark a debate that saves or earns the company millions.

I believe that all obstacles can be overcome. Indeed, I have climbed many a mountain, as a mother, corporate banker, MD and director of large companies, only to find another Everest waiting for me. It is not the size of the challenge that we face that matters, but the depth of our conviction and commitment to overcome and persevere. To find solutions for a society that has changing needs is surely the challenge that our leaders must address in order to achieve success for themselves, and companies and indeed for our country at large. I have learned that life is about balance, that we need to make time for those things and people that matter. More importantly, life is about choices and consequences, and we need to learn how to make decisions, and then learn to love the consequences. We perhaps need not all be things to all men, but the whole world to a few.

Making Decisions

By Debbie Pozzobon
mystarjob@leaderonomics.com

Yahoo! CEO Marissa Mayer has set the cat amongst the pigeons and probably been the cause of many heated debates due to her new rule that does not allow employees to work from home. Mayer is implying that employees working from home are less productive than their counterparts who make the trek to the office everyday. Perhaps more importantly, how does this decision, made by a female CEO impact the philosophy of working from home? Whilst working from home is not the sole domain of women, it has become one of the ways that women worldwide have, and continue to attempt to balance the responsibilities of a career and motherhood.

Whilst researching this article, I became rather annoyed at the rhetoric that was often used when talking about Mayer. Words like superwoman abound in her description of this highly successful lady. Please don’t get me wrong, I applaud and cherish her success, and I am proud that a woman of her intelligence has climbed to the heights of one of the world’s top companies. Here is my problem with the use of these superlative adjectives. As it is, women are not being asked to do a great deal of pressure to perform. Let us look at the most common patterns of behaviour that exist, and understand that they are not working towards success. It is not that there is a great need to excel in two different worlds. Mayer took a meagre two weeks maternity leave, and I am proud that a woman of her intellectual calibre has done this. And I am sure that she is able to get the rest that most normal mothers lack whilst attending to teething problems and colic.

It is my opinion and experience that maintaining this superhuman balance is not sustainable. I too, was a working and single mother for most of my child’s upbringing. There were times when my career took precedence, and other times when I had to put my child first. There were days when I had no other choice but to take a sick baby to the bank, and hope that I could appeal to my fellow colleagues to allow me to catch up through geographical boundaries, cultures and religions.

Part of growing up for most girls involved listening to fairy tales of princesses and knights in shining armour. Girls are largely led to believe that they are expected to do all these delicate and sometimes impossible dance between work and family. Men, on the other hand, are not expected to do this. They strike a balance. As a result, men are left free to focus on the needs of the working family. Should this not be how we look at this problem, rather than the one-sided view of the working mother? And now Mayer had decided that working from home is just not the way it will be done. When a company that is a leader in the field of business and technology sets a precedent, surely others will follow.

There is an argument that posits that technology makes it possible to work just as efficiently from anywhere. The counter punch is that whilst this may be true, work is not solely about efficiency. The sense of belonging, the striving towards a common goal that is a consequence of being in the same space, contributes to a company’s sustainability and success. Skype is not quite the same thing.

More importantly, life is about choices and consequences, and we need to learn how to make decisions, and then learn to love the consequences. We perhaps need not all be things to all men, but the whole world to a few.
**THE SCIENCE OF PERSONAL SUCCESS**

Escape the willpower trap.

At the base of the Wasatch Mountains of Utah, Change Anything Labs conducted research over contemporary social science findings, and interviewed changers. Changers are individuals who have huge personal challenges, battled with them and managed to sustain their success for at least three years. The change they achieved is not temporary but is for good.

Based on the study by legendary psychologist Walter Mischel five decades ago, many people drew the wrong conclusion that the capacity to delay gratification is dependent on how much willpower we have. They fall into what is called “the willpower trap.” There is a mistaken assumption that the only reason that some people are able to delay gratification better than others is the fact that they simply have more willpower. Without realizing it, this is the same assumption we have applied to our lives when we do not succeed in changing our own bad behaviour. We conclude that we just simply lack willpower.

After a few years, Mischel decided to expand his study. Together with Albert Bandura, they asked the question, “Would what appeared to be will might, in fact, be more a function of skill?” These two psychology scholars had this suspicion that the kids who controlled their cravings better were not just merely motivated, but were in actual fact more able. They had some skill. Hence, the question of will versus skill. Certain things can be taught and skills can be developed, not everything is inborn.

With the hope that this alternative theory offered, Change Anything Labs decided to study a four-year-old boy named Kyler, and 27 of his four-year-old peers. They sat the first group of kids in front of a marshmallow and promised them a sugary treat if they could resist eating the marshmallow for 15 minutes. They performed just as per the study in 1962 – about one-third succeeded. Then, they brought in the second group, the experimental group – Kyler and 13 of his other four-year-old peers. The difference is that this group was taught some skills they could use. The skill of distance and distraction which influences behaviour, was taught to this experimental group. After six minutes, Kyler got restless, imagining the juicy marshmallow in his mouth and started to mumble words. Then he remembered the skills taught to him, and began to distance himself from the object and then distracted himself from the marshmallow by mouthing a bedtime story to himself. Kyler succeeded and left the place holding two marshmallows, proud with his success.

Fifty per cent of kids succeeded in this experimental group. The difference was that they were taught some skills of distance and distraction. This proves that one of the biggest obstacles to personal success is not the lack of willpower, but instead, it is a mistaken belief that willpower is the only key to change. We will learn in this book that it is not blind and outnumbered.

While willpower certainly does play a role in behavioural changes, it is not the only factor. We run into danger when we attribute all our successes and failures to our willpower, which we often term as personal motivation. We forget the influence and function of personal ability. So, we often link everything to either the existence or the absence of motivation. Often, when it comes to our emotional, social, and personal problems, we look for suspects, and often, when it comes to our successes and failures, we look for heroes. We blame the forces and influence that had caused these to them, and tried to change them by using willpower. We blame the forces and influence that had caused these to them, and tried to change them by using willpower. We blame the forces and influence that had caused these to them, and tried to change them by using willpower. We blame the forces and influence that had caused these to them, and tried to change them by using willpower. We blame the forces and influence that had caused these to them, and tried to change them by using willpower. We blame the forces and influence that had caused these to them, and tried to change them by using willpower.

We also need to realize that we are not the only blind, we are outnumbered. The factors and forces working against us come in legions and they all work together in combination. We cannot just attempt to combat all these forces with just one clever strategy one at a time. It will be a hopeless, discouraging battle towards change. What we need is instead, multiple sources of our own to fight against these multiple sources that work against us in our pursuit of change. The question is, can we?

In order to answer these questions, Change Anything Labs combined efforts with a teenage scientist named Hyrum. Hyrum wondered whether older kids could be as easily blinded and outnumbered as adults. Together with his team, they targeted fifth graders with six sources of influence and tested to see if these sources had an effect on their behaviour.

The video game was to tempt the kids to do what many adults do – spend themselves into bankruptcy although they have the best intentions to save for their future. The situation was such – the subjects had huge plans for their money. The only catch was the temptation to buy sweets and toys at prices that were ridiculous. What Hyrum and his team wanted to determine was this: Would their choices be affected by six different sources of influence? And if they did, do the kids even notice these sources of influence?

They divided the kids into two groups – the spenders and the savers. As Hyrum and his team studied and interviewed the spenders, they discovered that for this group of teenagers, while they were aware of the outrageous pricing and they knew that had somewhat thrown their plans for their money away, they still chose to ignore the forces and influences that had caused them to spend so freely. What they did instead was to blame themselves for not having enough willpower to resist the temptation. On the other hand, the savers took much credit for their success. They decided that they were successful because they were strong, motivated, focused and goal oriented. Both the spenders and savers concluded wrongly.

**SIX SOURCES OF INFLUENCE**

So, what actually happened? Hyrum and his team had in fact manipulated six sources of influence to affect their behaviour. And these, they believe are the exact, same sources of influence that affects all of us 24 hours each day. With the spenders, the six sources were used to promote spending. With the savers’ group, the same six sources were used to promote saving.

1. **Personal Motivation and Personal Ability:** Remember Kyler and his four-year-old peers who were taught the skill of distance and distraction and they succeeded in delaying their gratification for the juicy marshmallow? These abilities were added to their existing personal motivation.

2. **Social Motivation and Social Ability:** These sources of influence are generally easy to identify, it is the power of the people who surround you and have an influence on your habits and behaviour.

3. **Structural Motivation and Structural Ability:** These are subtle structural influences around us. The physical world of “things” that can affect you such as the refrigerator, TV, videos, etc.

When these structural influences of structural motivation and ability are combined with the personal and social influences, a “six sources of influence” model is developed. This model helps us understand why we do what we do. These forces can either work for you or work against you in your pursuit of change.

---

**By KOH EARN SOO & TEAM**

mystarjob@leaderonomics.com

This book promises that if the principles and methods taught here are applied to our lives, we can actually quickly change our own behaviour and maintain the change. Even stubborn bad habits. In order to discover how one can change his behaviour; these authors at Change Anything Labs studied the struggles, strategies, trials and victories of over five thousand people. All these five thousand over people were seeking ways to change their behaviours and overcome personal challenges in their lives. They were seeking ways to either cause an acceleration in their careers, break free from addictions that were simply overpowering them, lose weight, get fit and stick with it, save a relationship that was breaking apart, or get fit financially.

In their study, Change Anything Labs discovered that hundreds of their subjects (whomever they were) succeeded beyond just changing their behaviours – they were able to maintain their changes for at least the next three years. With that, Change Anything Labs did an even more in-depth study on these few hundred people, and from there, discovered the science that lies behind personal success. No matter where you are from, the researchers discovered that the changers applied the same principles of influence. Of course, these changers stumbled along the way but yet, they never gave up. But you will learn that if you are willing to take some time to study the sciences of personal success, you will stumble less along the way. Then, you will gain success. You can change, and not only that – you can stay on the course. You need to become a changer. Take time to discover the principles and skills of personal change. And then, before you know it, you can change anything!
MUHAMMAD YUNUS: THE FATHER OF MICROCREDIT

BY PREMA JAYABALAN
prema.jayabalan@leaderonomics.com

H is vision to alleviate poverty and the actions he undertook regardless of the hurdles he met has landed him with a Nobel Peace Prize. In 2006, Professor Muhammad Yunus and the Grameen Bank received this prestigious award “for their efforts through microcredit to create economic and social development from below.” Yunus is a Bangladeshi banker and an economist. While lecturing in Bangladesh as a professor of economics in the 1970s he developed the concepts of microcredit and microfinance.

“It was a time when the country was going through a famine and there were people in hunger. Poverty was taking a toll and I felt bad as I could not do anything to help. Then, I decided to start small so I headed to the village next to the university to help the villagers there. I tried to help at least one person a day. I learnt the hardships they were going through with loan sharks, thus I helped them by lending them money. You could see happiness in them as they were not confined to the conditions set by loan sharks.” Yunus noticed that the money he loaned these villagers helped them start their own business and they were paying their debts back well. He then sought assistance from the bank to loan these people money but his request was rejected. Undeterred by this, he kept pursuing his cause and even agreed to be a guarantor and take responsibility for these loans. The bank eventually gave in and started loaning money to the poor to start off businesses to sustain themselves.

“This worked well, as the happy people who received the loans put good use to it and were paying the bank back promptly each month. I did not have to fork out any money from my own pocket,” says Yunus. After overcoming a lot of obstacles in pursuit of his aim, Grammen Bank was made a reality in 1983. Slowly and steadily, it started to spread its wings to other villages, districts, throughout the country and now, the world.

When asked how he made his initiative a huge success, Yunus replied “This worked well, as the happy people who received the loans put good use to it and were paying the bank back promptly each month. I did not have to fork out any money from my own pocket,” says Yunus. When a non-dividend company targeted to solve human problems. The main objective here is solving problems without giving utmost importance to profit. The company enjoys the benefit of the profit whilst the owner just takes back his invested amount and not the profits. In order to excel in a social business, one has to come up with a creative idea on how to solve a problem. “Once the idea is solid, then the funding of the money will just follow through as well. There are a lot of avenues helping people out there. For example, the myHarapan organisation in Malaysia.”

“...and now, the world. They are the generation which grew up with the benefits of technology and rely highly on these technologies to perform in their workplace. More than one third of young workers still stay at home with their families.

Mark Zuckerberg, co-founder, chairman and CEO of Facebook, is one of the richest millennials in the world, with his personal wealth estimated at about $9.4 billion.

DID YOU KNOW?

Generation Y also known as the ‘Millennials’ are those born between the year 1980 – 2000. They are the generation which grew up with the benefits of technology and rely highly on these technologies to perform in their workplace.

13% of millennials consist of students who do not work for pay.

100% of millennials leave their first job after 13 months.

94% of millennials believe they are capable of having both a professional career which is rewarding and a fulfilling personal life.

Leadersomics thanks myHarapan for the opportunity to interview Muhammad Yunus. To access the full interview and to access other videos of inspirational personalities, visit www.leaderonomics.com/theleaderonomicsshow.
Dear Marcus,

Here are some options for your questions:

1. To your first question – is it worth applying for scholarships that are less known and not as competitive as others?
   
   Scholarships that are less known and not as competitive as others might still have some merit and could provide an opportunity for you to receive financial assistance. The key is to research and understand the eligibility criteria for each scholarship and determine if it aligns with your academic background and career goals. It is also important to consider that some scholarships that might not be as well-known could offer unique benefits or opportunities that are not available in more competitive scholarships.

2. What should you do to boost your chances of being awarded a scholarship?
   
   To boost your chances of being awarded a scholarship, you should:
   - Start researching scholarships early and apply well in advance of deadlines.
   - Tailor your application to each scholarship, highlighting how your experiences and skills align with the requirements.
   - Be honest and transparent in your application.
   - Seek feedback from teachers, counselors, or mentors who can provide insights and offer suggestions for improvement.
   - Network with professionals in your field of interest and attend relevant events or conferences to expand your professional connections.
   - Prepare for interviews if required, and practice answering common interview questions.
   - Be persistent and patient, as scholarship applications can be competitive and take time to process.

Best of luck in your scholarship search!

Nancy Lim

Chairperson

DEAR CAREER NERDERS,

It has been my dream to study overseas. I'm 18 years old and I see most of my rich friends flying off overseas to further their education. My parents are not financially able to send me overseas. First of all, is it mandatory to complete at least A-levels, matriculation or pre-university courses before one can apply for scholarships? I have thus far been proactive in applying but is it true that most universities need applicants to possess education higher than SPM? I hope you could share with me about the scholarship processes. I know that my dream to study overseas has been there for so long, I'll never give up on that dream. Thank you.

MARCUS TAN

Dear Marcus,

Here are some options for your questions:

1. To your first question – is it mandatory to have qualifications higher than SPM? When the SPM results are announced, institutions like JPA (Jabatan Perkhidmatan Awam) and large oil companies like Petronas would post their advertisements and these will be open roughly within two weeks. You can apply online and the results of the first interview come out very quickly. You are then invited for an assessment. These are one of the few institutions that provide scholar- ship options, the bulk of which are for overseas universities. You should read the papers daily if you want to apply as most companies would start advertising and creating awareness of these subsidies from October to March. There is also a lot of information on the Internet on the availability of the subsidies. If you were you, this is where I would start:
   1. Decide what course you would be taking and then study and evaluate what kind of corporations offer such programmes. For example, Great Eastern comes to mind for students who are keen to pursue a degree and a long-term career in actuarial science as it is the pioneers in offering scholar- ships to students who want to work in insurance companies. If you want to become a reserve engineer or geolo- gist then you would apply to an oil company. You need to start doing your research today. To go a step further, find out from your seniors if they have applied before and find out their succ- cess and challenges. Many of them are happy to share their stories.

2. Besides scholarships, you should also look up foundations. We have a great number of foundations in Malaysia that have given out scholarships. Some of them are (a) Malaysian Foundation, (b) Sunway and Kuok Foundation. Beyond the shores of Malaysia, there are also other institutions that offer scholarships and you should look up the various embassies, and independent reputable foundations that offer grants and scholarships. If you have a foreign lan- guage like Japanese and German you should also use this advantage and apply to those countries.

Do try and think out of the box.

In my career, I have met and inter- viewed many Malaysians that have studied in the UK, United States, etc. but there are also many successful ones who have studied in France, Germany and China. Should all your attempts fail, may I suggest that you work hard and try and get into a top local university, select a solid course or apply to one of the top local private universities like HELP, Sunway or Taylor’s. They offer scholarships and rebates to high performing students. Today, many parents are struggling with the rising cost of living and this has also eroded their savings. Many Malaysians study locally, work a few years and save for their Masters. Then, they apply to complete a Masters degree overseas. The UK and the United States are popular destinations. This is also a very good option. Closer to home, Malaysian also apply to study in Singapore, Taiwan, and China which boast many good universities, with fees much lighter on the wallet.

Education comes at a price. However, during interviews, recruit- ers always look out for a well-written resume, an applicant’s communica- tion skills, attitude, mindset and also grooming. While it is true that some organisations prefer overseas graduates, many organisations today practise equal employment opportu- nities and also appreciate diversity. Local university applicants must not give up. You just need to look for those corporations, which carry out more CSR and sustainability pro- grammes. If they do promote such programmes, chances are they have the leadership that possesses this value system.

If you do get an interview for a scholarship application, please spend time preparing for your assessment as the assessment may involve psychometric tests, numerical and verbal reasoning tests, essay writing, face-to-face interviews and group discussions. This is where you should be focusing on. Sleep well the night before. Good luck and I hope this helps. Remember going abroad is not the only choice. You can study locally and then go abroad. Many of the captains of industries started in the local universities and then completed their Masters and PhDs abroad. You can too.

Nancy Lim

Hi Marcus,

There is no straightforward answer or a formula in applying for scholarships. Given the increasing number of excellent students that are around, I must say scholarship applica- tion has become more competitive. Essentially there are three main com- ponents in applying for scholarships. The first component is of course, focusing on showcasing your aca- demic excellence. Besides the typical formal learning in school, it is impor- tant that you highlight some of the short courses which you might have embarked on previously. This could be a language class, a computing soft- ware course or even something simple like a public speaking workshop. This will earn you extra points as you show an interest in continuous learning and growth - an exceptional attitude to be found in current students.

Another core component is the informal learning which is commonly known as soft skill capabilities. In addition to academic excellence, it is equally essential to highlight your leadership abilities, soft skill capabili- ties and personal values. It would be great if you can emphasise some of your key achievements and extra co-curriculum which you have been involved in during your school days. It is also important to have information be supported with statistical data/figures. For example, the scale of the projects which you were involved in, the number of participants that you managed to attract, or the number of sponsorships which you managed to secure. This will definitely give your statements a more valid and substan- tial context.

The last component is sharing your life experiences through your writ- ten essays and the required letters of recommendation. In this section, it is required of you to draw on your own experiences and observations to answer the given essay(s) accordingly. The most sought-after candidates are the ones who are able to show a level of maturity and experience in adapt- ing and working under different con- texts. But having said that, it is crucial to be yourself and inject your unique personality and personal flavour when writing it. This will differentiate your application among the hundreds and thousands of applicants. Letters of recommendation are also essential evidence in supporting your essay(s). I suggest you request help from your teacher or counselor who knows you well enough or better still, has been working closely with you in projects or assignments to write you a testi- mony. A third party’s testimonial will increase the objectivity and credibility of your essay(s).

For a kick start, I would recommend you to google up some corporate com- panies or foundations that offer scholar- ships to undergraduates. This is the peak season for all scholarship appli- cations so do search in newspapers and online sites. Entering a university typically requires students to have Pre- U studies be it in foundation, STPM, A-Level and any sort of preliminary studies. As far as I am aware, it is not mandatory for students to complete pre-U studies of any sort when apply- ing to some of the US universities. There are some special cases whereby some US universities do acknowledge and recognise the STPM qualification.

But the most common and basic entry requirement to enter a US university is to sit for an SAT examina- tion. Generally, US universities have a more varied entry requirements as compared to universities in other countries. So I would suggest you to consult some of the professionals or agencies who deal with US university applications.

Opportunities are plentiful so you just need to keep on trying! You might feel like you are hitting in the dark sometimes but don’t lose heart. All the best!

Siyan Loh

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

WE have four experts on career management, HR and office issues who will address your questions weekly. We refer to them as Dear Careernomers - they will help you in your career journey. So if you have any burn- ing questions to ask, send them to dear-careernomers@mystarjob.com and we will get the panel to answer your questions.

This week, guest careernomers Datin Nancy Lim, vice- president and head of human capital of Great Eastern Life Assurance (M) Bhd and Siyan Loh, campus advisory leader of Leaderonomics, answer Marcus’ question.

Mystarjob.com, Saturday 6 April 2013
Coming up in next Saturday’s issue . . .

GRADUATE EMPLOYABILITY
WHAT YOU CAN DO TO INCREASE YOUR CHANCES OF GETTING A JOB

Dr Glenn Williams writes about how character can influence organisational performance.

Also next week

→ Take control of your personal brand at work and secure your future progress.

→ Find out who the top 10 finalists of our Day In the Life Videography Competition are.

→ Being an all-rounder from the start can open doors for your career you never knew existed.