LOOK EAST

WHAT is in our backyard, Malaysia? Aside from the city where we were born or that we are currently residing in, what other work and lifestyle opportunities lie within our nation’s boundaries?

In previous editions of the pullout, we covered details of Iskandar Malaysia as well as the Northern Corridor Economic Region. This week, we cover the East Coast Economic Region (ECER), which spans more than half the size of Peninsular Malaysia.

This resource-rich region is undergoing an exciting development phase. In the coming years, the ECER aims to generate more than half a million new job opportunities. Both the federal and state governments are lending strong support to the region’s growth. For companies and employees alike, the region bubbles with possibilities. So check out pages 6 to 8 for more details.

There will also be a Sector Focused Career Fair for the Engineering sector from Oct 9 to Oct 10 in Universiti Malaysia Pahang. Please read page 8 for more.

On our other pages this week, Be A Leader writes about the Sony story and the power of being relentless.

We know how much you love Learning From Books, so on page 4, we have a summary of the Happiness Advantage by Shawn Achor. Leaderonomics Show on page 10 features the charming Bill Rancic, former winner of television reality series The Apprentice.

As usual we have our Dear Careernomers on page 12 with a reader asking whether it’s appropriate to be friends with the people you lead, a question especially pertinent for new managers.

For companies and employees alike, the region bubbles with possibilities. So check out pages 6 to 8 for more details.

On our other pages this week, Be A Leader writes about the Sony story and the power of being relentless.

We know how much you love Learning From Books, so on page 4, we have a summary of the Happiness Advantage by Shawn Achor. Leaderonomics Show on page 10 features the charming Bill Rancic, former winner of television reality series The Apprentice.

As usual we have our Dear Careernomers on page 12 with a reader asking whether it’s appropriate to be friends with the people you lead, a question especially pertinent for new managers.

For companies and employees alike, the region bubbles with possibilities. So check out pages 6 to 8 for more details.

On our other pages this week, Be A Leader writes about the Sony story and the power of being relentless.

We know how much you love Learning From Books, so on page 4, we have a summary of the Happiness Advantage by Shawn Achor. Leaderonomics Show on page 10 features the charming Bill Rancic, former winner of television reality series The Apprentice.

As usual we have our Dear Careernomers on page 12 with a reader asking whether it’s appropriate to be friends with the people you lead, a question especially pertinent for new managers.

For companies and employees alike, the region bubbles with possibilities. So check out pages 6 to 8 for more details.
**ARE YOU RELENTLESS IN PURSUING YOUR DREAM?**

**AKIO MORITA’S VISION ENABLED SONY TO SOAR**

By ROSHAN THIRAN

Shiran.thiran@leaderonomics.com

“OUR plan is to lead the public with new products rather than ask them what kind of products they want. The public does not know what is possible, but we do.”

Most will ascribe this quote to Steve Jobs. But this was a statement made by Akio Morita, the co-founder of Sony, years before jobs. Sony is an amazing story of how Morita’s determination and relentless pursuit of his vision enabled the “Made in Japan” tag, a symbol for substandard products and shoddy imitations in the 50s, to be reinvigorated into a highly respected, premium identifier.

In 1999, when he died, a poll conducted listed Sony as the #1 brand name among US consumers, superseding American companies like General Electric and Coca-Cola. But how did he take a tiny radio repair shop and turn it into one of the most innovative global electronics and entertainment giants?

**IT BEGINS WITH VISION**

Morita was born to a wealthy family and lived in the sake brewing business for 14 generations. As the eldest son, he was groomed as successor at an early age, attending board meetings from the age of 10 and was taught the science of the sake brewing industry. However, as a teenager, he realised that he was more interested in mathematics and physics, becoming a passionate electronics hobbyist. Morita passionately studied electronics in his spare time, succeeding to build his own radio and phonograph.

He somehow convinced his father to allow his younger brother to run the sake brewery and studied physics at the Osaka Imperial University. Upon graduation, Morita joined the Japanese navy and was assigned to the Naval Research Centre, where his passion for electronics was ignited.

There, he met Masaru Ibuka, who shared a similar passion for technology. With an initial capital of 120,000 yen (about US$5000) the Tokyo Tsushin Kogyo Kabushiki Kaisha (Tokyo Telecommunications Engineering Corporation) was formed.

While Ibuka and him were both passionate about electronics, Morita felt another burning desire – to help change the image of Japan in the eyes of the world. He saw a defeated Japan and believed that his company could help restore Japan to a triumphant nation once again. And his vision for his nation started being implanted into the vision of his new company.

In the 50s, Morita established that their core purpose was to be a pioneering company which did the impossible. Additionally, the future they envisioned included the following:

- Become the company most known for changing the worldwide image of Japanese products as being of poor quality. Made in Japan will mean something fine and not shoddy.
- Create products that become pervasive around the world.
- Be the first Japanese company to go into an American market and distribute directly.

Fifty years from now, the brand name will be as well-known as any on Earth.

Morita then worked tirelessly to make this vision a reality. In October 1999, he died after a severe attack of pneumonia. Like Jobs, tribute after tribute was poured out on the man who took Japanese technology to greatness.

A key analyst remarked, “He had personally played a leading role in transforming Japan’s economy from post-World War II shambles to a superior player in the global marketplace.”

Fifty years after this vision statement was crafted, Japan had risen from the ashes of disgrace to a new leader in technology. Morita realised his vision.

**NO SACRED COWS**

So, how did Morita achieve the impossible? The best leaders are single-minded and relentlessly focus on their vision.

Morita knew that if he was to make Japan great again, he would have to emulate the great economies of the West.

In 1952, he decided to take a trip to the United States and Europe to explore the gap between Japan and the West. During the trip, he learned that nobody could pronounce Tokyo Tsushin Kabushiki Kaisha (his company’s name). He decided he needed to change the name.

This may seem like a simple thing to do, but it was frowned upon by everyone. A name is a sacred cow. But Morita knew that this had to be done. After considerable research, the duo decided to use the name “Sony”, derived from the two words “sonus” (Latin for sound) and “sonny” (English slang for bright and young boys).

Morita recalls, “We made basic rules for adopting our new name. Firstly, a name must be international. Secondly, it must be simple, short, easy to remember. Thirdly, it must be pronounced with the same sound all over the world. Finally, we found some Latin word, ‘sonus’, which means sound. Also, English word, ‘sonny’, used as ‘sonny boy’, for a cute boy. We thought we were a group of sonny boys handling the sonic products.”

He then broke from tradition by not using a company symbol on his products but used just the name “Sony”. The “cute boys” with their determined hearts then set about achieving the next part of their vision – first ensuring they had breakthrough products, and then “going to America”.

**VISION UNDER FIRE**

Morita knew Sony had to make great products that had to be successful in the United States and not just Japan. After developing Sony’s first transistor radio, he went out to American distributors to sell his product. Yet, months went by and not a sale in sight.

Morita was at the point of giving up when finally Bulova, a watch company, saw the radio and said they would take 100,000 units provided it was marketed under the Bulova name. This meant that Sony would become an OEM and Bulova would be the brand of the radio.

For Morita and Sony, this was a colossal order, worth more than Sony’s total market capitalisation. The Sony board members were ecstatic and together with co-founder Ibuka urged Morita to quickly sign the deal. Instead, he ignored his board and refused to sign the deal. In his mind, his vision for Japanese brands to become global would be diluted if he were a mere outsider for Bulova. He stayed firm to the vision.

His relentlessness finally paid off when he found a distributor who agreed to his terms – sell the radio under the Sony brand. And Americans loved Sony and its radio. The great products at Sony played a huge part in transforming the worldwide perception of Japanese products. Morita believed that the only way to develop innovative products was to always break the rules of the game and stay two steps ahead.

And so Sony worked tirelessly to introduce various innovative products ensuring it became the Cadillac of electronics.

**GOING TO AMERICA**

The hardest challenge was winning in America. In 1961, Sony became the first Japanese company on the New York Stock Exchange. But Morita felt that for him to win over America, he needed to be there. So, in 1963, he packed his bags with his whole family and moved to the United States.

Here was a CEO who truly believed that he needed to experience first-hand how to sell and win in the US market himself. Morita was personally dedicated to ensure the Sony vision was realised. He rationalised that to sell to Americans successfully, he would have to know more about them and how they lived.

But Morita knew that to win big in the United States required something different, adding “I knew we needed a weapon to break through to the US market, and it had to be something different, something that nobody else was making.”

Morita moved to the United States primarily to learn. He added “Carefully watch how people love, get an intuitive sense as to what they might want and then go with it. Don’t do market research.”

His observations led him to notice America’s love for music. He saw Americans listening to music in their cars and even carrying large stereos to the beach or the park.

Enter the Walkman – a product that offered high quality sound but was incredibly portable.

Morita had significant resistance in Sony to develop such a product. But he knew that he had to create a product that would revolutionise the world. And he pushed his team extremely hard till they finally created it. Many of his leaders had reservations about the awkward name but again, he mandated every Sony subsidiary to use that name.

The Walkman was a big bonanza for Sony because its technology proved to be difficult to duplicate. It was more than two years before others could introduce competing models. By that time, Sony reputation and brand recognition had soared globally. The Walkman announced the arrival of Sony, changing the world’s perception of Japanese products.

This never-ending relentless focus on achieving the “vision” is a key ingredient of leaders, firstly, they are clear what the vision is and then they are single-mindedly focused on execution to ensure the vision becomes a reality.

Morita had an impossible vision. Trying to “reinvent” Japan in 50 years would have been something that most people would have laughed at. But he was undeterred and kept the faith. And he pursued that strategy with his relentless brand of energy and passion.

There were so many obstacles to overcome. Sony’s beginnings were extremely turbulent. Sony’s first product was a nice cooker, but it burned the rice. But Morita never gave up his dream. He kept fighting till the Walkman and the Discman changed the world.

What’s your vision? Are you clear on the vision and its timeline? And are you executing with a single-minded focus on achieving your vision? Keep the fight. You will get your “Walkman” if you pursue it relentlessly.

Roshan Thiran is CEO of Leaderonomics, a social enterprise passionate about transforming the nation through leadership development. He believes that everyone needs a dream and should relentlessly pursue that dream. For more information on Leaderonomics programmes, email people@leaderonomics.com or login to www.leaderonomics.tv.

Akio Morita worked tirelessly to make his vision a reality.
BE HAPPY FIRST
IT DRIVES PERFORMANCE AND ACHIEVEMENT

By KON EARN SOO & TEAM
mystarjob@leaderonomics.com

In the majority of people around us, we live by this principle: Success comes first, happiness second. Most people we know and observe apply this formula in their lives: Work hard in order to become successful, and when you become successful, you will be happy. This is an incorrect formula, because it should be reversed. Happiness is actually the pre-requisite to success, writes Shawn Achor, author of the book The Happiness Advantage. According to Achor, happiness and optimism is the fuel that drives performance and achievement.

He believes that if we all sit around and wait to be happy, we are setting a limit to our brain’s potential for success. It is the opposite if we seek to develop positive brains which in turn make us motivated, resilient, efficient and productive. All these attitudes drive performance upwards.

PART 1: POSITIVE PSYCHOLOGY AT WORK

Discovering the Happiness Advantage, Achor began his discovery of the concept during his days at Harvard. He had applied to Harvard and surprisingly got accepted. Little did he know that his journey in Harvard would take up the next 12 years of his life.

It was these years of teaching and staying in dorms that gave him a comprehensive perspective of how thousands of other Harvard students progressed through stress and challenges. It was here that Achor began observing behavioural patterns.

Achor discovered the key difference between students who saw Harvard as a privilege versus those who saw learning at Harvard as a chore. Those who saw Harvard as a privilege were soaring high and doing better, as opposed to those who saw learning as a chore and had begun to focus on the stress and heavy workload. This latter group missed out on many opportunities.

This unhappiness is not exclusive to Harvard. Findings of a Conference Board Survey in January 2010 revealed that only 45% of workers surveyed were happy in their jobs. This percentage was the lowest in 22 years of research.

Achor had three mentors – Harvard professors Phil Stone, Ellen Langer, and Tal Ben-Shahar. They were interested in this phenomenon and decided to conduct his own survey of 1,600 high achieving undergraduates. This was one of the largest studies on happiness ever conducted at Harvard.

When he had finished compiling, studying and analysing this massive amount of research, Achor came out with seven specific, actionable, and proven patterns that would cause success and positive achievement:

1. The Happiness Advantage
   We need to retrain our brains to fully capitalise positivity, rather than negativity. This will improve productivity and performance.

2. The Fulcrum and the Lever
   This principle teaches us how we can adjust our mindset (our fulcrum) in a way that gives us the power (the lever) to be more fulfilled and successful.

3. The Tetris Effect
   This is where we need to retrain our brains to focus and spot patterns of possibility so that we can take hold of opportunities when we see them.

4. Falling Up
   This is a principle that teaches us to discover a mental path that not only leads us out of failure, but teaches us to be happier and more successful because of the failure.

5. The Zorro Circle
   Our emotions tend to take control when we are overwhelmed by challenges and stresses in life. When we apply this principle, we learn how to focus on small, manageable goals, then, we gradually enlarge our circle towards bigger goals.

6. The 20-Second Rule
   Our willpower often does not last long. This principle teaches us that by making small energy adjustments, we can change the path of least resistance and replace bad habits with good ones.

7. Social Investment
   This principle emphasises on the importance of a social support network. When the going gets tough, we should not withdraw and retreat, but we should instead, hold on even more tightly to our friends, peers, and family members who will spur us on.

These principles form a set of tools that people everywhere, irrespective of their profession or calling, can use and apply to achieve more each day. The amazing thing about these principles of positive psychology is that they work in any setting, not only in the corporate, business world. They can even be applied to our personal lives, helping us to deal with our bad habits, overcome hindrances in life and cause us to become more effective, efficient and productive in life.

Achor is clear to state that these principles do not teach us to put on a happy face and use “positive thinking” to wish away our problems. They also do not teach us to live as though our problems don’t exist. On the contrary, the Happiness Advantage begins at a different place – it teaches us to be realistic about the current and present situation we are facing while at the same time, seeking to maximise our potential for the future.

It is all about developing the mindset and behavioural pattern that will fuel greater success. The Happiness Advantage begins when we realise that we can change – change is possible.

CHANGE IS POSSIBLE

We have long lived with the myth that we are just as our genes are, that we are born into this world with fixed skill sets and abilities and our brains cannot change. However, recent cutting-edge research in neuroscience has proven that there are indeed many ways that we can rewire our brains to be more positive, creative, productive and resilient.

The question has since changed from “is change possible?” to “how much change is possible?” The human potential is immeasurable. This is about creating and developing lasting positive change. It is not just about a momentarily high and happy moment.

So, let’s take a closer look at how this change is possible and how we tap and maximise the full potential of our brain’s ability to change in order to reap and enjoy the benefits of the Happiness Advantage.

Koh Earn Soo and his team take the best books and summarise them into shorter, readable content in the hope of inspiring people to read more and learn more. To read the rest of this summary and summaries of other bestsellers, subscribe to www.thebestbookssummary.com or email mystarjob@leaderonomics.com for more information.
A STORY OF SUCCESS

PLAN AND EXECUTE: VISIONARY CAREER PLANNING WITH A CIMA FLAVOUR

by Eva Christodoulou

Eva.christodoulou@leaderonomics.com

From the moment Wan Haslan stepped into the audit and business advisory department of PricewaterhouseCoopers as a fresh graduate, he was following the footsteps of his father, who had set the tone for himself. This plan eventually led him to become the chief financial officer (CFO) of Iskandar Investment Bhd.

From the outset, Haslan planned to be in the industry and not in public practice. However, he understood the importance of first building a good foundation in accounting and finance. He honed his expertise in these areas, spending his formative working years at an accounting firm and investment bank.

Haslan then moved into the industry in a bid to hone his business management skills to give him an edge over his peers.

In 1991, after graduating with an accounting and finance degree from Limkokwing University in the UK, Haslan returned to Malaysia to take up the audit and business advisory department.

“I had an opportunity to work in the UK after I completed my studies, however, I decided to come back to kick-start my career as I had already secured an offer from PricewaterhouseCoopers in Kuala Lumpur,” Haslan explains.

The first job was ideal for him as it offered a great technical foundation for his career plan of being a business manager. Apart from the technical know-how the role equipped him with the skills needed to understand and help organisations from different industries. The nature of the job also widened his contacts and professional network.

HANDS-ON EXPERIENCE

After three years at PricewaterhouseCoopers, Haslan left for the then Amanah Merchant Bank, now part of the Alliance Banking Group. In this second job, Haslan learned the ropes of raising funds and structuring companies to appeal to banks.

“In the investment bank, I was in the capital markets department, which was involved in raising capital from the market using various funding instruments,” he says.

“They involved looking at the business of the company and giving advice on the structure of the business in order to appeal to financiers and therefore optimise financing amounts raised and minimise financing costs.”

After two years, he was able to move on and Haslan joined Mardi Tech Corp, a start-up company under the Malaysian Agricultural Research and Development Institute in 1996, where he remained for 10 years as he wanted the hands-on experience of running all aspects of a business. His role allowed him to get involved in joint ventures, be involved in the selling of technologies, and learn the licensing side of technologies.

“My third job gave me a good grounding in deal-making, leadership and building a business from scratch. In this job, which was essentially a technology commercialisation company, I was involved in deal making, setting up of companies and selling technologies on behalf of my shareholder, a research institute.

“What I gained from these first three jobs really gave me a strong foundation that made me what I am today.

“In order to really go ahead in life you need both the hard and soft skills. My first two jobs provided me the hard skills. My third one provided me the soft skills. I wouldn’t progress where I am today without my first three jobs,” he says.

CIMA’S PUSH

Haslan has much to say about how CIMA, the Chartered Institute of Management Accountants, has helped him get to where he is today.

“Having undertaken the CIMA qualifications on a part time basis during his tenure at MARDI Tech Corp, Haslan sees a direct connection between his ability to progress in his career, and the strategic thought process instilled in him throughout his undertaking of this qualification.

“The CIMA syllabus is unique. It taught me how to use the technical skills that I have learned to make strategic decisions.

“For example, part of the syllabus is a case study module, which allows me to use all the technical knowledge that I have gathered to address the issue in that particular paper. The case study could be on any industry. Going through that process helped me apply this skill of solving problems and providing solutions in my career.

“Haslan’s choice to undertake the CIMA syllabus came after extensive research.

He observes that all other qualifications out there are equally good. However, they all have different specialisations.

“The important thing to do when searching for a suitable professional accounting qualification is to set your purpose and objective, and CIMA met my criteria. What I wanted was to eventually become a business manager with a strong accounting background.

“The CIMA syllabus is structured in such a way that enables me to think strategically instead of just technically. The case study paper really attracted my attention and was a very important factor that made me choose CIMA.”

Haslan took two-and-a-half years to complete all the papers on a part time basis. Completing the qualifications while working was a solid combination, as most of his experiences at work helped him utilise his learning to get through the exam papers.

“Taking the exams while working also involved a lot of challenges and personal sacrifices, and this has strengthened me as a person,” Haslan shares.

“I learned to act in spite of fear, to be proactive in spite of my mood, to be willing to do what’s hard now in order to have it easier later in life, to think bigger than any problems or obstacles, and to never give up,”

According to Haslan, the CIMA qualification and membership has helped him in three ways – networking, marketing and credibility.

“I want to be in an environment where I can meet with like-minded peers. The CIMA membership is not just about the technical know-how, more importantly, it’s about reaching out to other CIMA members in strategic positions, not only in Malaysia, but also overseas. That is the value of the CIMA qualification,” he explains.

SKILLS AND ATTRIBUTES

Haslan, also an MBA holder from the International Islamic University of Malaysia with a best student award in the finance specialisation, believes that the skills and attributes that one must have in the workplace are soft skills, combined with a clear and positive emotional state of mind.

“Hard technical skills are quite secondary. Business is about people first and how you treat them. That determines your success in sealing a deal or solving a problem. Numbers are important but they are there only in a supporting role.”

Haslan adds that “the emotional state of mind is very important. It allows empathising and connecting with people. It also enhances your ability to have a good command of how things come from all directions and increases in intensity as you move to the top.”

Experience is also important, he stresses. “What I went through in my third job gave me lots of experience in identifying, negotiating and closing deals. One may not be the best in technical skills, but one should be able to ask the right questions and identify the right answers to get the job done. And CIMA has also helped me with this important skill.”

A LIFE FOR PROPERTY

Haslan’s career path so far has spanned six companies over a period of 22 years. Even though he was mentored and helped in his choice of his first three jobs to ensure he could acquire the experience he was looking for, as he admitted, fate then came into play to channel him into the property industry, which he has learned to love and become passionate about.

Since then, he has remained in the industry through his fifth, as well as sixth (current) role. Starting his experience in the property industry with Tabung Haji Properties, he was involved in a number of significant corporate initiatives, he was then recruited to join a company in Saudi Arabia, namely Madinah Knowledge Economic City, which is developing a township in the city of Madinah.

During his tenure, he had led the finance team in the successful listing of the company, which was the biggest initial public offering in 2010 in the Gulf region.

After assuming the role for three years, he returned to Malaysia in 2011 to become chief financial officer of Iskandar Investment Bhd, which is a developer of catalytic projects such as Educity, Legoland Malaysia and MediCity in Nusajaya, Iskandar Malaysia.

The 45-year-old has a good number of proud moments and no regrets. With only two years in his current role, he feels he has still a lot to achieve.

“My CIMA experience has taught me to always go for business-building initiatives and to apply strategic thinking in whatever I do. The CIMA mind-set has made me think about the big picture and about being more than a CFO.”

What advice does Haslan have for those aspiring to have a great career? “Invest in education – it’s the best investment that you can make and no one can take it away from you. After that, you really need to look at what you want to do and execute your vision.”

“Your first job may not be what you want to do, but with a vision and plan, you can use it to benefit your career progression and move towards your dream. Whatever step we take in our initial years, will have an effect in our later years, so have a vision and make your choices accordingly,” he advises.
ECER ACCELERATING TRANSFORMATION OF REGION

OPPORTUNITIES ABOUND IN ECER

HUMAN CAPITAL DEVELOPMENT

The holistic transformation of ECER by 2020 is to be a region that optimises financial capital of RM102 bil, generating around 46% of investment within the ECER or RM210 bil.

With the primary objective, ECERDC has formulated various human capital development programmes ranging from academic enrichment programmes, skill enhancement, career building programmes, investment of graduates, to fill up the gaps in human capital to enable greater socioeconomic growth and effectively addressing the needs of the industries.

Additionally, ECERDC addressed the need to create a new set of entrepreneurs who are competitive and market savvy through its dynamic and creative programmes such as the “ECER Entrepreneurship Development Programme (SEEDP)” and “empower ECER”.

This new set of human capital will be channelled to various industries within the existing industrial parks in the ECER SEZ.

INVESTMENT AND JOBS CREATED

Investments in ECER currently stand at RM26.42 bil worth of investments, which have eventually realised, while at the same time creating and attracting new talents to the region.

This new set of human capital will be channelled to various industries within the existing industrial parks in the ECER SEZ.

ECER SPECIAL ECONOMIC ZONE (SEZ)

Area: 25km by 14km strip that extends from Kota, Terengganu to Pasir Mas, Pahang.

Size: 7370ha (one of the larger SEZ in Asia)

Market accessibility:

Offers vast investment opportunities for investors to tap into the Asian, Pacific and Far East markets, through the expansion of the Kuantan Port.

Development Components:

New townships, international tourism sites, four ports, two airports and a knowledge innovation zone (most ideal situation along the east coast for further urbanisation, given its established cities and towns).

This special zone functions as a catalyst for economic growth within the region.

It is a concentration of high-impact projects within an integrated development zone. The SEZ is the only one of its kind in Malaysia, set to experience unprecedented growth and generate a ripple effect through its significant multiplier effects.

Characteristics of ECERDC Industrial Parks:

A fully integrated industrial park complete with supporting industries and common services such as R&D centre and exhibition centre.

Managed by a park manager equipped with primary infrastructure well connected by highway, airports and seaports.

Identified as an ETP (entry point project) supporting the needs of agriculture, palm oil, rubber, forestry, healthcare, wholesale and retail, business and financial services.

ECER KEY FACTS

<table>
<thead>
<tr>
<th>2020</th>
<th>Estimated 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>6.2%</td>
</tr>
<tr>
<td>Workforce</td>
<td>1.6 million</td>
</tr>
<tr>
<td>GDP growth</td>
<td>2 million</td>
</tr>
</tbody>
</table>
| GDP per capita| RM1,500       | RM2,800

MAHARSH KOZAL
MANAGING DIRECTOR, KANEDA MALAYSIA

“...for organisations, the three core values that determine its growth and continuity are People, Technology and System (PTS). Among all of them, the people aspect, I believe, is regarded as a company’s most valuable asset. It would be disastrous if a company is operating without highly-skilled employees who deeply understand the technology and systems. The company would not be able to deliver good products and quality services to the customers, thus affecting the company’s profit, development and growth.”

Thus, I would like to convey my special gratitude to ECERDC for implementing the “Human Capital Development (HCD) programme” for the training of local employees, which has directly benefited Kaneda by providing us with highly-skilled and quality manpower for the growth of our business.”

ECERDC’s human capital development programmes are expected to ignite economic growth, building human capital needs and attracting suitable industrial players to ECER – will provide ample opportunities to job seekers as well as industrial players to invest in the region.

Through the improvement of various infrastructure and amenities such as the city urbanisation projects of Kuantan Port, XTC, and Kuantan Port Expressway, direct and indirect spending and expenditure of goods and services within the region as well as to reach out to the Asia Pacific markets. This will attract suitable industries in ECER, particularly by industrial parks which are integrated in nature.

The presence of industries, local and foreign alike, will create job opportunities at various levels of their operations that will attract local talents which have been shaped through various forms of ECERDC’s human capital development programmes.

This new set of man power that is industry relevant can play a more proactive role in the region.

The presence of diverse industries will enable a more balanced and sustainable socio-economic transformation of ECERDC’s human capital development programmes.

ECERDC is the one stop centre for government management facilitating the submission and assessment for approval.

ECERDC special economic zone will provide a gateway for business facilities.

REASONS TO INVEST IN ECER

Competitive wage compared with the West coast of Malaysia.

Strong support from Federal and state governments with pro-active and flexible investment policies.

Multi-lingual workforce speaking four official languages, including English and Chinese.

Large and established foreign investment community in all business sectors.

Market-oriented business environment - support of resource based and manufacturing products.

Strong resource endowment – made up of natural gas, timber palm oil, rubber and others.

Abundance of local talent in a diverse and multi-ethnic business facilitation.

Advantageous geographical location with gateway of Malaysia to Singapore, the United States and Asia Pacific.

Good accessibility to major seaports and railway.

Strong economic growth with a dynamic and skilled workforce.

Access to skilled human capital through its dynamic investment policies.

Government and private sector working together in the promotion of all economic opportunities.

Investments in ECER currently stand at RM26.42 bil worth of investments as of (September 25, 2013). Out of which, ECERDC has already attracted RM15,720 mil worth of investments, which have eventually realised, while at the same time creating and attracting new talents to the region.

This new set of human capital will be channelled to various industries within the existing industrial parks in the ECER SEZ.

New townships, international tourism sites, four ports, two airports and a knowledge innovation zone (most ideal situation along the east coast for further urbanisation, given its established cities and towns).

This special zone functions as a catalyst for economic growth within the region. It is a concentration of high-impact projects within an integrated development zone. The SEZ is the only one of its kind in Malaysia, set to experience unprecedented growth and generate a ripple effect through its significant multiplier effects.

Characteristics of ECERDC Industrial Parks:

A fully integrated industrial park complete with supporting industries and common services such as R&D centre and exhibition centre.

Managed by a park manager equipped with primary infrastructure well connected by highway, airports and seaports.

Identified as an ETP (entry point project) supporting the needs of agriculture, palm oil, rubber, forestry, healthcare, wholesale and retail, business and financial services.

ECER SPECIAL ECONOMIC ZONE (SEZ)

Area: 25km by 14km strip that extends from Kota, Terengganu to Pasir Mas, Pahang.

Size: 7370ha (one of the larger SEZ in Asia)

Market accessibility:

Offers vast investment opportunities for investors to tap into the Asian, Pacific and Far East markets, through the expansion of the Kuantan Port.

Development Components:

New townsships, international tourism sites, four ports, two airports and a knowledge innovation zone (most ideal situation along the east coast for further urbanisation, given its established cities and towns).

This special zone functions as a catalyst for economic growth within the region. It is a concentration of high-impact projects within an integrated development zone. The SEZ is the only one of its kind in Malaysia, set to experience unprecedented growth and generate a ripple effect through its significant multiplier effects.

Characteristics of ECERDC Industrial Parks:

A fully integrated industrial park complete with supporting industries and common services such as R&D centre and exhibition centre.

Managed by a park manager equipped with primary infrastructure well connected by highway, airports and seaports.

Identified as an ETP (entry point project) supporting the needs of agriculture, palm oil, rubber, forestry, healthcare, wholesale and retail, business and financial services.
**HUMAN CAPITAL PROGRAMMES IN THE ECER**

**1. EMPOWER ECER PROGRAMME**

The “empower ECER” programme aims to enhance and empower the community through academic, technical and skills training. It consists of the “Academic Training Programme” and the “Skills and Entrepreneurship Training Programme”.

The former targets academically weak students motivating them to excel in their studies. The focus here is on primary and secondary school students undertaking examinations. The latter is directed at unemployed graduates, youth and adults and single parents to develop entrepreneurship skills and business acumen.

To date, a total of 22,626 participants, comprising 13,537 students and 8,125 adults have benefitted from “empower ECER”. Assisted examination students have recorded a 100% pass rate, with several scoring straight As. For adults, it is estimated that up to 80% of participants gained employment after completing their courses or have sufficient knowledge and practical experience to start their own business.

Some of the “Skills and Entrepreneurship Training Programme” participants are already earning up to RM5,000 per month, with some even earning up to RM200,000 per month.

**2. ECER ENTREPRENEURSHIP DEVELOPMENT PROGRAMME (EEDP)**

The “ECER Entrepreneurship Development Programme (EEDP)” was launched in 2012, targeting SMEs and the Bumiputra Communities and Investment Community (BIC) to encourage their participations in ECER projects.

Through collaboration with Sirim and Agrobank, selected companies are provided marketing and product training, or soft loans/ micro-credit financing to take their business to the next level.

To date, 580 small businesses have benefited from EEDP, consisting of 28 companies under the Sirim handbook and another 552 who were extended micro-credit financing and soft loans by Agrobank.

**3. NATIONAL TALENT ENHANCEMENT PROGRAMME (NTEP)**

The “National Talent Enhancement Programme (NTEP)” was launched in 2012 in aims to groom talent to meet the needs of the engineering sector.

Under NTEP, fresh engineering graduates and technical sub-professionals are selected for training at well-established engineering-based companies for skills enhancement. In 2012, 100 new graduates attended the NTEP training in collaboration with a DRB-Hicom plant in Pekan. This year, 464 graduates of various engineering backgrounds are currently attending another NTEP initiative, in collaboration with Kaneka (Ma) Sdn Bhd, one of EECER’s investors in Gebeng, Pahang.

**4. SURI @ HOME PROGRAMME**

“Suri@Home” is a socio-economic development programme designed for women in ECER especially housewives and single mothers.

“Suri@Home” encourages them to engage in home-based businesses.

Since its launch in 2009, a total of 28 have participated in the programme, which involves women in Bachok, Kelantan in a vermi-compost project, women in Kuantan and Pekan in Temun Pahang weaving, and Terengganu in a songket-weaving project.

**5. TERAJU PROGRAMME @ ECER**

“Teraju@ECER” is a programme aimed at identifying and selecting bumiputra companies in ECER for the Texas Facilitation Fund, under the aegis of the Prime Minister’s office. This is a “tipping point” fund that will enable selected companies to move up the value chain of business. To date, 18 ECER companies have qualified for the Texas facilitation fund.

**6. AGROPOLITAN PROJECT**

The “Agropolitan Project” uses the agriculture platform to eradicate poverty. Selected participants and their families were relocated into new homes built by ECERDC, complete with community facilities, and are provided employment in agriculture-related projects such as Dorper sheep rearing and oil palm plantation.

Participants are now earning an average monthly income of about RM1,100.

Agropolitan participants are also provided on-the-job training, as well as motivational and money management training to help them build a brighter future.

The families also have the opportunity to earn additional income from secondary economic activities. Children of the Agropolitan community take part in the “Sinar ECER Academic Programme” and “empower ECER”, both of which are conducted by ECERDC.

In 2009, ECERDC launched the Pekan Agropolitan Project, with 415 families, followed by the South Kelantan Agropolitan in 2012, involving 325 families and in 2013 the Besut Setia Agropolitan in Terengganu with 100 families.

---

**SNAPSHOT OF NTEP**

**RM50.56BIL TOTAL INVESTMENT**

*as of sep 2013

**4,000 EMPLOYMENT**

**3**

---

**SNAPSHOT OF SFCF**

**40,000**

---

**TESTIMONIES FROM COMPANIES PARTICIPATING IN SFCF UMP**

“Strand Aerospace Malaysia always looks forward to being part of TalentCorp’s SFCF because it provides us with a very effective way to connect with the graduates we are most interested in pursuing. It really helps to get our name out there as a career destination of choice.”

- Hafeez Hassan, general manager, Strand Aerospace Malaysia

“We are delighted to participate in SFCF UMP as we are aggressively searching for the best young talent who have the passion and drive to commit and contribute towards our journey of growth and success. Honda strongly believes that “Nothing is impossible when we dare to dream.”

- Aminuddin Mohamad, general manager administration, Honda Malaysia
W orldwide, we all know of people who have packed and moved across the country for a multitude of reasons. What are the factors motivating such moves, and are they worth it? The National Census in 2000 conducted by the Department of Statistics Malaysia estimated Malaysia’s population at July 31, 2000, as 28,334,000. Of these, 5.72 million reside in Sabah and Sarawak while the other 22.5 million live in Peninsular Malaysia. The population distribution is uneven. Even though Sabah and Sarawak are two states compared with Peninsular Malaysia, the huge gap in the numbers is still not justified. Surely, there has been a great deal of local migration involved.

**BRIGHT LIGHTS, BIG CITY**

Ipoh, ranked the sixth largest city in Malaysia — with a population of 657,892 based on statistics of local authority areas from 2010 — has its fair share of emigration each year. On the other hand, Ipoh, ranked the sixth largest city in Malaysia, is taking in more people. The average income offered in the cities. The average starting salary does not apply across borders. However, when you take into account factors like cost of living, it averages out to be almost at par.

**BIGGER PAYCHECKS**

When I was attending interviews for jobs in Ipoh, the salary offered was much lower than what I knew the going rate was for Kuala Lumpur. I ended up taking a job — for experience — receiving half the pay I could have earned in the corporate sector in the city.

Small towns dish smaller salaries. They are pale in comparison to those offered in the cities. The average starting salary does not apply across borders. However, when you take into account factors like cost of living, it averages out to be almost at par.

**CAREER PROSPECTS**

When I was a fresh graduate, my lecturer encouraged me to take up a job in KL instead of Ipoh. He made a point about how there is something about the fast-paced lifestyle that pushes an individual forward, preventing the person from becoming stagnant. This is true as most graduates find working in the cities more challenging.

In the city, multinational corpora-
tions are everywhere and working for bigger companies means wider exposure. There are aspects like worldview that come into play as well. Meeting people from around the world will change your mindset. And let’s face it, having a reputable company on the resume does wonders for an individual. However, through different economic regions, the Government has established — Northern Corridor Economic Region, East Coast Economic Region, Iskandar Malaysia, Sabah Development Corridor, Sarawak Corridor of Renewable Energy and Labuan International Business and Financial Centre, businesses are beginning to flourish.

So don’t assume that well respected job opportunities are only available in the city. With investment being channelled in these regions, highly sought after careers can be found in the most unlikely places.

**SMA TLOWown CHARM**

All the same, people do migrate to smaller towns. There is something about these slow-paced, laid-back existences that people somehow crave and need at certain junctures in their life. There are some things unique to towns that people in the cities envy.

**SENSE OF COMMUNITY**

When I lived in Kampar, my friends and I would play with our neighbour’s son in the evenings and this was often followed by conversations with his grandparents. They too would occasionally send food over. Through this, my friends and I had a sense of community which is quite lost in cities, something which Fischer discusses in her book, *To dwell among friends: Personal Networks in Town and City.*

In smaller towns, people are more likely to know their neighbours and have actual conversations with them mainly because the community culture is very much alive and important. What this does, is provide a sense of security among the citizens because everyone looks out for one another.

**UPBRINGING OF CHILDREN**

Moving away from the single income family, raising the children proves to be quite a challenge regardless of location. Juggling work and family life seems to be a big challenge for parents.

Karsten mentions in her study, *Family Gentrifiers: Challenging the City as a Place Simultaneously to Build a Career and to Raise Children,* that households that can afford it, leave the city as soon as they think of having children or shortly afterwards. Admittedly, there are certain advantages of raising children in a small town. Here, the sense of community is one very important factor that comes into play because adults tend to look out for one another’s children as well.

**RETIREE ME Nm**

Growing up, my father talked about retiring in the countryside, with goats, chickens and home-grown vegetables. While he passed on before realising those dreams, I believe it was not just the thought of one old man. Having spent their youth toiling and working hard for the family, most retirees ideally want to live in a less hectic town. Traffic jams, noise and air pollution are things they want to leave behind and lead a quiet existence.

**Melisa Ann, AGE, editor, Shah Alam**

Twelve years ago, Melisa, left Bukit Mertajam and never looked back. Back then, she knew she couldn’t stay in Penang because there was not much opportunity for growth. Small mindsets and racial issues made her feel like she needed to be in a more diverse setting to really grow. Taking up a course in MMU Cyberjaya, she would later join YTL and build a career. Having spent more than a decade away from her hometown, she says that “accessibility to arts and culture, music events, diverse individuals and making friends from around the world” have been the perks of living in a big city.

Ellen Wong, 34, teacher, Westlake International School, Kampar

Born in Sabah, Wong spent her adulthood in Kuala Lumpur. Then in 2012, she packed and moved to Kampar to be a part of Westlake International School’s teaching staff. She sums up the move as an act “to seek for pioneering experiences and a team of colleagues that share a similar vision in the education arena”. She claims the growth and development of her career and leadership skills had stagnated in KL as she was working with a bigger corporation with all higher level of decision-making positions being occupied.

“The move has helped to widen my scope of learning and given me more opportunities to express my ideas,” she says. Additionally, Wong, mother of a toddler, is enjoying having more time to spend with her son.

**Christina Cheeh, 34, technical manager, Lafarge Malaysia, Ipoh**

Having moved from KL to Penang and then to Ipoh, Cheeh, a science graduate, dabbled in advertising, marketing and copywriting before settling for an industrial position. One of the main benefits of migrating, she says, was exposure to various lifestyles, cultures, mentally and up-bringing.

“One can never truly understand a community without living in the community itself,” she remarks. Understanding its culture was key to her as it was the means to relate to her workforce and all these led to effective management.

Raja Nurul Ilyia, 24, lawyer, Mersors Zaini Mazlan, Shah Alam

Upon completing secondary school, Raja Nurul moved from Ipoh to KL with her family due to her parents’ work commitments. She believes she has gained more experience personally, as established firms and prominent lawyers are mostly based in KL.

A challenge she faced was the cost of living — trying to spend her hard earned money wisely and fight the urge to shop. She enjoys living in KL but is anxious about starting a family. “I’m afraid that living in a hectic city will cause stress and pressure on my children. So, I think there is a possibility that I’ll move to a small town but only once I’m stable and can afford to open my own firm,” she shares.

**FINAL THOUGHTS**

Do you fancy towns or cities? Whatever way, you get to migrate locally so you feel you crave a different setting. I believe Malaysia has a good mix of both. Yet, I dread to see the day when Malaysia develops to a point where small towns cease to exist or develop beyond recognition. Local migration may not be for everyone but it’s always an option.
E passionate, be proactive, never say die and never make excuses,” is Bill Rancic’s advice to any aspiring entrepreneur.

An entrepreneur, motivational speaker, humanitarian and real estate developer, Rancic was the winner of the first season of Donald Trump’s reality television show, The Apprentice.

Subsequent to being told “You’re Hired!” in 2004, Rancic chose to manage the construction of the Trump Tower Chicago in his native Chicago, Illinois. He renewed his contract with the Trump Organisation beyond the agreement period of one year until 2007.

Rancic’s popularity has grown after starring in and co-producing the top-rated reality show, Giuliana and Bill with his wife and E! News anchor, Giuliana.

Rancic shares with The Leaderonomics Show how his entrepreneurial journey began at a tender age and how business has always been in his blood.

**EARLY DAYS**

It all started when Rancic was ten and living at his grandmother’s house for the weekend. She taught him the art of making pancakes, so taking advantage of this newfound skill, Rancic invited his grandmother’s neighbours over for pancakes.

To his surprise, after the meal, he discovered that each woman had left US$5 for him under their plates.

“Take the money, keep my mouth shut,” grins Rancic, recalling the memory.

Encouraged by this successful collection and excited at the prospects of earning more pocket money, he asked to be taken to his grandmother’s house the following weekend. This continued for the next five years.

“My parents couldn’t understand what I was doing there until they found the stack of money in my drawer. They became rather alarmed and put the business to an end immediately.”

I had to fess up that I was running a makeshift restaurant out of my grandmother’s house,” he laughs.

Even as a young man, Rancic worked his way through college by having a boat wash and wax business. “Although I did not make millions of dollars from this, it was one of the most important things I did from an entrepreneur’s standpoint,” shares Rancic, as it provided him a platform to befriend entrepreneurs while taking care of those expensive boats.

**THE MARATHON STRATEGY IN WINNING THE APPRENTICE**

“It’s ok to make mistakes. It’s ok to have setbacks. But it’s never ok not to try.”

**LEAD LIKE AN ORCHESTRA CONDUCTOR**

According to Rancic, running a business is akin to being a conductor in an orchestra.

“A conductor is not an expert in every instrument, but has expert musicians in each musical instrument that play these instruments with absolute perfection and know how to make them work together harmoniously,” says Rancic.

Rancic adds, “A lot of people allow their egos to interfere — they think they know everything there is to know and no one can tell them what or how to do it. This limits their potential growth. A conductor, on the other hand, is an innovator and has unlimited potential.”

It is also important for leaders to occasionally pause and look from the outside in. “Many times, leaders think that they are leading the right way, which is the way they want to lead in their minds, but it may not necessarily be the right strategy.”

**KEY TAKEAWAY POINTS ON SUCCESS**

Rancic offers the following words of advice for the young and ambitious:

> Be Proactive, NOT REACTIVE

This involves anticipating problems in advance. “You will never be ahead of others if you wait for problems to arise before thinking of the solution,” explains Rancic.

> NEVER QUIT MINDSET

You should never give up — be it in school, business or in your faith. Keep fighting and persevere to achieve success.

> NEVER MAKE EXCUSES

When things go wrong, don’t make excuses and blame everyone else except yourself. People who point the finger at others will not attain the level of success they could until they start accepting responsibility, says Rancic.

Rancic opines that for the younger generation going through a hiring process, the ability to learn and to put in effort into the job is more important than having work experience.

“Go in to do the job, work hard, do all you can and be the best you can,” he advises.

Acknowledging being a father as a big promotion in his life, he admits that his work life has since slowed down and his priorities have shifted. The long and arduous journey Rancic and his wife went through in getting pregnant has made him cherish every single moment with his family. Rancic and Giuliana, who married in 2007, had their son, Edward Duke, via a gestational carrier after undergoing two failed IVF treatments.

When asked what he sees himself doing in 20 years, Rancic envisions himself taking his son to university “doing all the things that dads do” and spending more time with his wife. Passionate about children’s causes, he hopes to do more work in this area, and to have more children of his own.
By DIVYA CHANDY
divya.chandy@leaderonomics.com

C S. Lewis once said, “Even in literature and art, no man who bothers about the originality will ever be original, whereas if you simply try to tell the truth (without caring two pence how often it has been told before) you will nine times out of 10, become original without ever having noticed.”

Every restaurant claims originality. But who is not unique these days?

The knowledge of who you are is not in any way to impress. Perhaps then, you will truly become your pictures. To begin with, try to tell the truth (without caring two pence how often it has been told before) you will nine times out of 10, become original without ever having noticed.

Your originality doesn’t involve trying to be original. It simply involves action. “See a need, fill a need.” Being an animated movie junkie, I find the story of Bill Nye, the 2005 movie Robots a true inspiration. In fact, all the other great inventors and innovators that came before us operated this way, whether they watched the movie or not. The examples are endless. From Thomas Edison with the light bulb to Steve Jobs who took it a step further by creating a need first, they worked to solve a need that they saw.

With the likes of Facebook and Twitter in our lives calling us to keep promoting ourselves, it is no wonder that we can get consumed by the chase for new experiences and information to build our social CV for ourselves. So toss that rag you keep using to polish apples and take a bite! Following the truth, creativity will flow.

9:30 Taman Tun Dr Ismail

This holiday season, sign your child up for a day’s learning adventure in communication and mind-mapping as we work to kick-start your child’s journey on becoming a leader with the DIODE Camps brand.

Price: RM150 per child (sign up three children for RM300)

E-mail diode@leaderonomics.com for registration details.

Visit www.leaderonomics.com/diodecamps to download the form.
DEAR CAREERNOMERS,
I’m a new manager, and I wonder if I can be a friend and manager to my team members at the same time? Where should the line be drawn? I just feel that sometimes my kindness is being taken advantage of, my instructions are not always taken seriously. They presume that my tolerance for mistakes is higher, so every time I correct them, they seem to just continue making the same mistakes.

As I spent so much of time at work I rose the ranks in my organisation with these people and we have been through thick and thin. Please advise as I’m having trouble knowing when to be a friend and manager to my team members.

Regards

ANABELLE

DEAR ANNABELLE,

Congratulations on your new role! You can expect some changes in expectations vis-à-vis your professional relationship with colleagues/team members now that your work situation has changed. However, that doesn’t have to be a bad thing. Relationships change and evolve all the time. As a manager, you just need to redefine the relationships you have with your team members.

To start off on the right foot, you will have to break habits and stay friendly. Call for a meeting and tell them what is expected of you as a manager and what is expected of them as team players. You can only control your side of things.

Explain your new responsibilities, how they may affect things and how their cooperation can create a win-win situation for you and them.

Let them know that your door is always open for them. However, everyone is responsible for his or her own performance. Your managerial relationship takes two parties or more. Your team members are just as important in maintaining your professional and personal friendship as you are.

You must recognise that true friends will be respectful and understanding of the two roles you hold. If others are “upset” when you exercise your managerial position, I would question their loyalty.

If some team members/friends hope that you would place friendship above your responsibilities, sacrificing your professional standards for these benefits, then the friendship will probably be lost but the true friends will remain loyal.

In an effort to keep the relationship professional, you don’t need to distance yourself from your team members or turn your back on them. You can still laugh and joke with them without compromising your working relationship. Just remember to draw the line at behaviour that, if done outside of work, would be considered inappropriate. There can be a tendency to either be too hard or too lenient on your friends when you become the manager.

When you may assume that your friends will understand and want to help (friends do help each other under normal circumstances), when you’re the boss you have to be extra careful not to rely on them as you would outside of work. Before assigning your team member/friend a task (or giving negative feedback), ask yourself these questions:

> Am I expecting him/her to understand my stress level?
> Do I want him/her to help bail me out?
> Do I expect more from him/her because I know him/her personally?
> Would I behave the same way if I didn’t have a personal history with this individual?

When you are outside the office, work extra hard to nurture your friendship, it may take your friends longer to get used to the new situation, so be patient as they adjust. Ideally, your friendship outside of work should remain as before, with a few exceptions:

> You should no longer engage in office gossip and corridor talks. As a boss, you simply can’t be seen talking about other employees in an unprofessional way. Avoid giving out details about an employee’s personal information.

> Your friend may still want to vent about work. If that happens, change the subject or remind your friend that you can’t really talk about it.

> You can still have lunch with your pals, but do get other employees to join sometimes. Too much one-on-one time in the office can make it look like you’re favouring your friends.

> Too much time partying with the office workers can undermine your authority.

> Although some friendships will continue, you will not be able to offload all of your stresses with them in the way you used to. They do not share your experience of being their manager nor can they share the confidential information which you now have access to.

> You should also interact more with your managerial colleagues as they will be able to offer you much needed support and have valuable advice and experiences to share.

> If you have always joined everyone for drinks after work or chatted in the break room, limit your habits. This is where you start to distance yourself from your workplace buddies so that they can make the mental transition.

> This may be a painful step for you, but remember that when you accepted the management job, you have agreed to manage these workers – and that also means you’re willing to fire someone if needed.

> And one final tip – do not be tempted to get drunk with your reports. You can always go out, for a couple of drinks but remember to go home early and thereby retain your managerial dignity!

> It’s difficult to realise you will have to give up some friends to accept a new role.

But remember that if you don’t fully embrace your new role and end up giving mixed signals to those above and below you, it could jeopardise your ability to move into new challenges in the future. I wish you all the best in your new role.

SHOBA KESAVAN

DEAR ANNABELLE,

Creating a healthy relationship takes two parties or more. Your team members are just as important in maintaining your professional and personal relationship as you are. You must recognise that true friends will be respectful and understanding of the two roles you hold. If others are “upset” when you exercise your managerial position, I would question their loyalty.

If you have any suggestions or feedback on our content, get in touch with the Leaderonomics team at mystarjob@leaderonomics.com. For advertising and advertising, contact ian.lee@leaderonomics.com – 016 974 7067

Also next week

**Think like Sherlock Holmes and build an exceptional career**

**Leadership involves taking the time to join the dots**

**A palliative care nurse’s passionate career journey**

**Did you know that hiring older workers can be advantageous?**