**Seize Your 20s**

Why your 20s is such a defining decade and how to make the most of it

**Get Smarter**

Reading isn’t the only way to increase your intelligence!

**Pursuing the Peaks**

Leadership thoughts from reputed mountaineer, Sir Christian Bonington
The opinions expressed in this career guide are those of the writers or the people they quoted and not necessarily those of Leaderonomics.

## DUE RECOGNITION

UNIVERSITIES all around the world are churning out graduates of the Generation Y-kind. They are individuals of the digital generation, with information at their finger tips and equipped with more power than ever to make informed choices as a consumer.

This generation, my generation (spanning individuals born between the 1980s and the early 2000s), is accustomed to knowing the "what’s" and the "why’s", and having conversations with people halfway across the globe on a topic as simple as the best toaster to purchase.

We operate on microwave speed, appreciating the magic that one minute in this staple kitchen gadget can accomplish. Having grown up surrounded by speed and instantaneously, unfortunately, we tend to also channel this expectation of one-minute magic onto other aspects of our lives.

Gen-Ys have been criticised for how we behave in society and at work. I particularly like this sentence by Volga Kaun in a Maclean’s article entitled “The Young and the Restless”: “A quick Google search yields wide held stereotypes of millennials as entitled and entitled, shunning entry-level jobs, craving lots of vacation time and expecting to be voted “Leading Graduate Employer” by Gen-Y graduates. For a S P Setia, Maxis, AirAsia, Nestlé, Maybank and Great Eastern Life, who interesting data collected from students and graduates.

Some critics and stereotypes of this kind are deserved, I say. But others are perplexing, because when I stop to consider what ambitious Gen-Yers look for in their jobs and employers, I’m not sure how different they are from desires of any other generation, save the fact that they are more vocal about them. Some include a craving for authenticity in work and life relationships, credible leaders who walk the talk, and a perspective of what role they play in the big picture, often referred to as “meaning”.

They also may be the most discerning generation, but having learned the beauty of the conventional oven, which can produce flavours and character a microwave will never achieve. For this reason, Gen Y values the role they play in the big picture, often referred to as “meaning”.

Verges is notoriously known for defending high profile criminals, including the likes of Klaus Barbie, “the butcher of Lyon”, members of the BaaderMeinhof gang, KhieuSamphan, and the titular head of the Khmer Rouge regime in Cambodia.

He is known to have offered his services to known criminals, and would even want to go near to including Saddam Hussein and Slobodan Milosevic.

By EVA CHRISTOUDOLLOU eva.christoudoulo@leaderonomics.com

I f you passed away tomorrow, how would people talk about you? What would they say in your eulogy, or what would they write in your obituary column? It’s a morbid topic to discuss, but think for a minute.

One of my favourite columns in The Economist is the obituary column at the end of each issue. Strange obsession, but I find it an eye-opener for various reasons. A couple of months ago it had a column on Jacques Verges, a controversial defense lawyer. Verges was notoriously known for defending high profile criminals, including the likes of Klaus Barbie, “the butcher of Lyon”, members of the BaaderMeinhof gang, KhieuSamphan, and the titular head of the Khmer Rouge regime in Cambodia.

Verges? On first glimpse he doesn’t always get to be CEOs within their first week at work.”

Much of his life remains a mystery, yet even his worst critics would agree there was something extraordinary in the way he thought and made his choices.

Verges may have been someone that does not seem to match with our definitions of someone worthy to admire. However, there is something admirable about the way he lived his life – he was a great disruptor – he went against the norm. And for that, he will be remembered. If so, what have you done in your life that would make people talk about you years after you are gone? How would you want to be talked about? The time to build your legacy is now. So make your choices wisely and decide how you want to mould your image.

## HOW WOULD YOU LIKE TO BE REMEMBERED?

Try this as a productivity tool! The Kanban Board method is used as a logistical and inventory control method at Toyota, and involves three segments: Awaiting production, work in progress and completed work in progress. Each segment has a limited amount of slots. Everytime a new task is assigned, it is moved from one segment to the next in succeeding order. Once a segment is filled, no new tasks can be added to it until the previous task has been cleared.

### CAREER TIPS

#### SELF-EVALUATION

Self Evaluation. Know yourself. Know your strengths and weakness, what drives you and what you are passionate about. Make a list of these things, it will make it easier for you to search for companies when you’re aware of yourself and what you’re looking for.

#### KNOW THE INDUSTRY

Know the industry that you’re interested in. Do some research, speak to people in the industry, and find out about any new developments. Identify the companies which are key players in the market.

#### REVIEW THE COMPANY

Review the company. Once you have a few companies in mind, find out more about each company. What is their culture like? What are their current needs? Do your strengths and attributes match what they are looking for?

#### APPLY FOR AN INTERNSHIP?

Apply for an internship. If you’re a student and looking to get to know a company better, what better way than to ask if any internship opportunities are available. This is the best way to get to know a company and assess your fit within the organisation.

#### UPGRADE YOURSELF

Upgrade Yourself. The company may tick all your boxes, but remember that you need to tick their boxes too. Continue strengthening your skills and learning new ones to ensure you are a valuable contribution to the organisation.

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CELEBRATING MALAYSIA’S FINEST GRADUATE RECRUITERS

MALAYSIA’S 100 Leading Graduate Employers recognises the most popular graduate recruiters, as voted for in the trendence Graduate Barometer – Malaysia Edition. With more than 12,000 respondents involved in 2013, it is the largest graduate recruitment survey held in the country.

The initiative mirrors similar events held around the world by parent company GTI Media, in particular the UK’s 300 which has become an essential and much-anticipated part of graduate recruitment in the UK. Organisations have also come to acknowledge that as a leading graduate employer, they are giving a brand advantage especially when reaching out to a younger generation of talent.

Founded in 1988, GTI Media has steadily expanded its Oxfordshire base in the UK to operate from offices all over the globe. On local shores, the Malaysia’s 100 Leading Graduate Employers first took shape in 2008, eight years after the first GTI Media for Asia-Pacific office opened its doors. This year marks the 6th edition of the Malaysia’s 100 Leading Graduate Employers brand as well as the 25th anniversary of GTI Media.

THOUSANDS OF STUDENT VOTES, 100 CHOSEN COMPANIES, ONE UNITED GLOBAL EFFORT
Each year, the Malaysia’s 100 Leading Graduate Employers starts with the trendence Graduate Barometer – Malaysia Edition survey, which is powered by trendence, Europe’s largest research institute.

Results of the Malaysian edition of the survey, which was completed by more than 12,000 Malaysian undergraduate students studying locally and abroad as well as fresh graduates, are then collated and compiled by trendence in Berlin, Germany. The Malaysia’s 100 Leading Graduate Employers rankings are based directly on the results of this large-scale online and paper study, which was facilitated by GTI Media employees at survey sessions on university campuses across Malaysia throughout a field phase of seven months.

A LOOK AT THE LATEST TRENDS
Here are some of the findings gathered from this year’s trendence Graduate Barometer – Malaysia Edition.

WORK EXPERIENCE
WHAT EXPERIENCE (OF AT LEAST THREE MONTHS) DO STUDENTS AND GRADUATES HAVE?

<table>
<thead>
<tr>
<th>Experience related to my course</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work experience related to my course</td>
<td>61%</td>
<td>60%</td>
</tr>
<tr>
<td>Work experience unrelated to my course</td>
<td>59%</td>
<td>60%</td>
</tr>
<tr>
<td>English skills</td>
<td>54%</td>
<td>53%</td>
</tr>
<tr>
<td>Social commitments</td>
<td>34%</td>
<td>35%</td>
</tr>
<tr>
<td>Work, study or voluntary activities in a foreign country</td>
<td>26%</td>
<td>25%</td>
</tr>
</tbody>
</table>

REPORTING ON THE RESULTS
The survey acts as a dual-pronged approach: students and graduates get the unique opportunity to voice out their opinions on their employment ideals, for example, their preferred starting salary.

On the other hand, graduate recruiters gain the advantage in the war for talent by reaching out to the talent they need via the trendence Graduate Barometer – Malaysia Edition report which summarises the results of the survey in one comprehensive document. These company-customised reports carefully detail the choices made by survey respondents and highlight the trends that change from year to year.

They include in-depth analysis on factors such as academic achievements, expected starting salary, desired employer characteristics, preferred working hours, willingness to relocate and more.

The scientifically-calculated reports directly help companies target their on-campus marketing activities by identifying key messages that are potent in engaging prospective employers while analysing the most effective media channels.

“The report helps employers understand the career preferences that are seen as attractive to the tech savvy graduates of today,” this Gen Y is armed with the knowhow and techniques of obtaining employer information and peer reference regarding their employers of choice, so the report plays a big part in assisting employers in pinpointing what these media channels are,” says Hee Kim Fah, CEO of GTI Media.

MALAYSIA HAS MADE ITS CHOICE
THE LEADING 20 GRADUATE RECRUITERS OF 2013

| 1. PwC | 14. Genting Group |
| 2. Maybank | 15. United Overseas Bank |
| 3. EY (Ernst & Young) | 16. SP Setia |
| 4. CIMB Group | 17. Accenture |
| Deloitte | 18. Astro* |
| 6. Apple | 19. Public Bank* |
| 7. AirAsia* | 20. Top Glove Corporation Berhad* |
| 8. KPMG* | 21. Proton Holdings |
| 9. PETRONAS National Berhad | 22. i-City & Multimedia University |
| 11. Samsung Malaysia* | 24. EY (Ernst & Young) |
| 12. Shell Malaysia | 25. Maybank |

Mystarjob.com, Saturday 16 November 2013

THE LEADING GRADUATE RECRUITER IN VARIOUS SECTORS
ACCOUNTING & PROFESSIONAL SERVICES
PwC
BANKING & FINANCIAL SERVICES
Maybank
BROADCASTING/MEDIA
Astro
CONSULTING
PwC
ICT & MULTIMEDIA
Multimedia University
INSURANCE
Great Eastern Life
ENERGY/DL & GAS/UTILITIES
PETRONAS National Berhad
FMCG/RETAIL
Nestlé

THE MALAYSIA’S 100 LEADING GRADUATE EMPLOYER’S PUBLICATION ALSO HIGHLIGHTS:

○ “Inside the survey” which takes a closer look at the survey demographics.
○ “The top employers by career sectors” which details voter demographics from different sectors.
○ “Learning from leaders” which gathers insights from senior managers in some of Malaysia’s most successful organisations.
○ “What employers want” which puts graduate employers on the other side of the interview table.
○ Graduate recruitment articles and resources for both students and fresh graduates.
○ Profiles of Malaysia’s 100 companies and graduate students currently working for them.

Watch out for the new Malaysia’s 100 Leading Graduate Employers publication in March 2014!
BEST PRACTICES FOR INTERNSHIP PROGRAMMES
BY LEADING EMPLOYERS

WINNER

CIMB GROUP
Top performing interns are invited to join The Complete Banker programme upon graduation.
Opportunity to work on projects with the CEO or senior management, guided by supervisors.
Opportunity to engage with external stakeholders alongside CIMB staff.
Gain international exposure by interacting with colleagues across ASEAN and beyond.
Invited for regular networking sessions with seniors as part of soft skills development.

FINALIST

GRUPON
Interns are given full ownership of their work, leading them to be independent, resourceful and efficient.
Interns are assigned to various project-based roles to expose them to the working world.
Option to have role rotation depending on intern’s capability and strength.

FINALIST

pwc
Structured on-boarding programmes and interns are provided with a learning manual.
Internship framework includes technical and soft skills training.
Networking events with senior business leaders, professional bodies and youth groups.

KPMG
Assignment to different engagement teams throughout their internship to gain experience in various industries.
On-the-job coaching for interns.
Interns get involved in social activities with staff.

maxis
On-the-job exposure on projects related to the business environment.
Participate in sharing sessions with other interns.
On-the-job training with Management Associates.
Participate in Teammasters to improve their communication and presentation skills.

Nestlé
Interns are given meaningful assignments relevant to their field of study with clear objectives and learning outcomes.
Comprehensive induction to ensure smooth transition into the real work environment.
Interns are supported by dedicated supervisors with coaching, mentoring and a structured evaluation cycle.

Technip
On-the-job training by assisting engineers with actual design deliverables.
Each intern is assigned to a mentor to guide them.
Interns given opportunity to attend vendor presentations and kick-off meetings with Technip’s clients.

gradmalaysia Graduate Recruitment Awards 2013

Get endorsed for a Structured Internship Programme (SIP) by TalentCorp

TalentCorp MALAYSIA

www.talentcorp.com.my
PUTTING PEOPLE FIRST

The company acknowledges it would not be where it is today without the investment put in its people.

According to its senior vice-president and head of human capital division Datin Nancy Lim, “Great Eastern Life recognises in-house talent, and we place strong emphasis on promoting internally, fast-tracking staff on appropriate career paths, and developing future leaders from within the firm as they possess the best domain knowledge.”

The company offers comprehensive training to new staff to orientate them into their roles and new working environment, as well as continued training programmes throughout their career with Great Eastern Life so that they benefit from continued professional development.

In the pursuit of promoting and grooming in-house talent, Great Eastern Life provides opportunities to employees to further their education.

“Great Eastern Life supports education at the workplace through its educational assistance programme,” says Lim.

“This provides support to employees in the form of study leave, examination subsidies, professional memberships, course fee assistance and special salary increments upon successful completion of courses or passing of professional papers,” she adds.

According to Lim, increments upon passing of actuarial papers can be as high as RM1,000 depending on the difficulty of the paper.

The company also sponsors employees for the Life Office Management Association (LOMA) training and examinations. Its strong efforts in this area have been recognised through the LOMA Educational Achievement Awards for five years in a row.

In terms of recognition, Great Eastern Life offers rewards to employees who excel throughout its annual Chairman’s Awards and GEvolution Heroes Awards, and honours long-term service through its Annual Appreciation Awards as well as other incentives.

Employee engagement is monitored on a regular basis. An annual climate survey is conducted to ask staff what they think about the company.

“Staff engagement is at 80%, placing us among the top-performing companies, and we are continuously improving year to year,” says Lim.

On top of internal engagement, the company actively participates in career fairs to maintain engagement with graduates.

COMMUNITY CONSCIOUS

As far as giving back to the community goes, Great Eastern Life has been exercising its social responsibility for over 18 years.

It has donated more than RM1.8mil to 180 charitable organisations through its Children Care and has worked hand-in-hand with the Social Welfare Department and various non-governmental organisations on various children welfare programmes.

In addition to this work, it has awarded over RM7mil in education scholarships to young talents through the Supremacy Scholarship Awards.

Apart from its scholarship programmes, Great Eastern Life provides internships as well as management trainee programmes. The company sees these programmes not just as tools to develop talent internally, but to contribute towards developing skills in youth and address skill shortages within the industry.

“LIVE GREAT” MANTRA

Last year, the company redefined its purpose of no longer being just a life insurance company but a LIFE company.

Through the LIFE Programme, Great Eastern Life is empowering staff to take charge of their health and wellness.

Director and chief executive officer Dato Koh Yaw Hui says, “The employees of Great Eastern Life are our best ambassadors of our new purpose to be a LIFE company. As we help our customers to live healthier, better and longer, we also aim to live great and stay healthy ourselves so that we can be there for our loved ones.”

“There will never be another you to take care of your loved ones; our health is not only our wealth, but our family’s wealth as well,” he shares.

Making Life Great (MLG) initiatives, 2 Great Eastern Family Carnival and other staff engagement activities are organised throughout the year. These not only promote work-life balance, but also serve to strengthen the relationship among its people.

Numerous incentives and tools are given to employees to take care of their health. As well as a subsidised gym membership, the Human Capital Division has produced a MyLIFE, MyBMI booklet that serves as a practical weight management and wellness guide.

The guide entitles employees to receive LIFE stamps that can be collected at LIFE Programme events. Stamps can be converted to attractive products such as sports equipment and even coaching.

To promote a healthy lifestyle and work-life balance, the company organises its Live Great Days every Friday with activities such as Zumba and aerobic sessions, running clinics and star-climbing.

In addition, the company organises several health talks delivered by medical specialists for its internal staff audience, on top of the health workshops that are organised for its customers nationwide.

LIFE Ambassadors within the staff community have also been appointed to champion and encourage their fellow colleagues’ regular practice of an active and healthy lifestyle style such as exercising together during Live Great Days.

A WORTHWHILE INDUSTRY

“Nobody wakes up and says, ‘Today I want to work in insurance,’” says Lim. “We want to change this and make it known that insurance is a great industry to work for. We need all sorts of professions – not just those who are strong in technical aspects.”

“Graduates from actuarial science, statistics, law, finance, accounting, marketing, creative, engineering (land surveyors), medicine, biomedicine, biotechnology, sociology, or even anthropology backgrounds, can be perfect for the job, as long as they have the passion and drive to excel in the industry.”

Who would be the ideal candidate for Great Eastern Life? The company looks for intelligence, energy, enthusiasm and, importantly, a can-do attitude. “You can train for skills, but a poor attitude will not take you anywhere,” explains Lenard Cheong, vice-president and head of recruitment.

Even though academic excellence is important, Great Eastern Life also looks for well-rounded individuals, who are involved in a variety of co-curricular activities. Above all, a range of people is essential – for a company to run and excel, it needs those who have strong people-facing skills, as well as those who have rigor in executing details.

Those keen to join a LIFE company and make life great for themselves as well as others in an organisation that promotes living healthier, better and longer, please write in to hrm@greateasternlife.com or call (08) 4813 3215 / 3221.

Senior management team of Great Eastern Life take to the floor with employees during a fun workout session on a Making Life Great Day.

Koh (left) and Lim taking their pledge to make health and wellness their priority at the launch of the company’s LIFE Programme.
Talent Development is the Way to Go
Emerging champions in banking and financial services sector for the third time and overall first running for the first time in Malaysia's Top 100 Leading Graduate Employers for 2013, Maybank gives its full emphasis to employee development. It’s what drives the bank to constantly create opportunities to implement the best practices. These include the involvement of over 50 talents in formal specialist managerial development programmes, as well as cross-sector or cross-functional exchange of talents to transfer skills, capabilities and broaden employee exposure.

The bank also has an extensive curriculum that provides its talents with many learning and development opportunities required to accelerate their careers into management and leadership roles. Of course, one of the most attractive propositions about Maybank is its reputed position as the largest financial services provider in Malaysia, with an international footprint spanning 20 countries. It is the only Malaysian financial group that has presence in all ASEAN nations. “Our many milestones, from financial to governance, to being a responsible corporate citizen via our sustainable corporate responsibility initiatives towards communities we operate in, provide a strong value proposition for talents to be associated with an organisation that is admired and recognised as a respectable financial services group in the country and the region,” says Nora.

“The combination of our leadership, achievements and our Employer Value Proposition (EVP) via our GO Ahead EVP are factors, we believe, that contribute to us being the employer of choice to our people and prospective talents.” This is evident from the bank’s employee engagement level that continues to grow stronger; it currently stands at 85% and is on par with the Towers Watson Global High Performance Companies norm.

Nora adds that transformation initiatives have started since 2008 in the hopes to achieve the status of a regional financial services leader by 2015. “In 2012, we were recognised as Malaysia’s most valuable brand with a brand value of RM10.9bil, a 103.9% growth since 2009.” We also clinched five prestigious awards at the National Annual Corporate Reports Awards (NACRA) 2012 for good corporate governance with high-quality corporate reporting.

The recognition as the world’s 13th strongest Bank by Bloomberg market has further acknowledged Maybank’s stellar performance in both business and people ahead of reputable international financial services providers and organisations.

Adopting a Strategic Approach
Maybank pursues approaches in recruitment and talent development building the best practices to ensure the efficiency and effectiveness of its talents.

The focus continues with growing and building its talents to be at the forefront of the bank’s regional expansion by creating opportunities for talents to “Grow, Fly, Lead and Create.”

As underscored by its ‘GO Ahead’ EVP, the bank goes beyond keeping promises and exceeds expectations by empowering employees to break the boundaries via personalised career acceleration and diverse international prospects. We believe in communicating our progress, and thus visibility keeps us in check,” explains Nora.

This includes participation at career road shows and collaborations with leading human resource experts and graduate publications, such as M200, to gain insights into graduates’ preferences and priorities in choosing the right organisation and career.

In the spirit of engagement, Maybank leaders also participate in such endeavours by providing a signature experience to Maybankers through the “GO Ahead” EVP.

On development, the bank has put in place a talent management framework to identify the right talent for all levels, ensuring that they receive development interventions following the learning philosophy of 70:20:10, comprising experiential, relationship-based and formal learning.

Experience learning involves projects and assignments that provide international exposure while relationship-based learning comprises mentoring, coaching and conversations with leaders. For formal learning, this includes classroom and e-learning via the bank’s online learning portal.

Over 100 employees have had the opportunity to experience international assignments, ranging from long-term and short-term to regional projects. Maybank’s Group Human Capital initiatives continue to focus on building capacity to maintain its employees’ momentum and resilience in pursuit of the transformation agenda, shares Nora.

“As a regional organisation, our aim is to build a workforce that is globally adaptable as well as geographically and culturally diverse.”

Carving out a Dynamic Career Path
As a leading financial services provider, Maybank takes pride in its robust talent management system, which reviews talents to identify them for leadership or management roles.

Talents are evaluated against the talents are evaluated against the

Maybank’s signature homegrown pipelines to support students and graduates

Maybank Scholarship Programme

Offers financial support and learning and development interventions to complement student’s academic studies.

Maybank Internship Programme

Provides an initial overview of the industry coupled with structured learning objectives as interns grow into working professionals.

Global Maybank Apprentice Programme (GMAP)

A two-year on the job programme for graduates to explore and experience different functions. It involves structured on the job rotations including a six-month international assignment to encourage cross-border exposure and network among young talents.

Branch Management Entry Level Programme (BMELP)

Designed to groom aspiring branch/centre managers by providing them with targeted learning and skill sets through intensive training experience in branch management.

Maybank/Ernst & Young Management Associate Programme

Associates undergo a three-year attachment at Ernst and Young as auditors earning their professional accounting certification fully sponsored by the bank.

GO ahead. Explore your opportunities with one of the nation’s preferred employers at www.maybank.com/mycareer
IN 2012, Maybank launched its unique international business case competition called the "Maybank GO Ahead Challenge." The challenge is open to students from various top universities in the region and fresh graduates, and aims to distinguish between high-achieving graduates with equally impressive academic and extracurricular qualifications.

This year, Maybank received close to 5,000 applications and gave away a higher winning prize money of US$72,000 as compared to last year. Shortlisted candidates were invited to take part in a national qualifier, where they were put to the test with a series of challenges.

The content of the challenges related to aspects of what it would take to succeed in the demanding world of international banking and finance.

National qualifiers were held this year in Malaysia, Singapore, Hong Kong, China, Indonesia, the Philippines, Cambodia, Vietnam, Thailand and the United Kingdom.

The 54 successful candidates of 13 nationalities were flown to Kuala Lumpur for the grand finals, where they competed in teams in an intensive five-day showdown.

The top performer among the finalists was awarded an internship opportunity at Maybank's New York branch as well as US$1,000 in prize money.

Candidates were assessed on their business acumen, problem-solving capabilities, teamwork skills, creativity and their ability to work in high-pressure environments.

However, the challenge was not entirely about business. In tandem with Maybank's mission of "Humanising Financial Services Across Asia" and a strongly rooted corporate responsibility culture, finalists had a Corporate Responsibility activity as well. Proceeds from the sales of inventories were channelled to a charity home, and finalists spent time at a home for the physically challenged.

However, the real deal for the finalists was the offer of a fast pass into the Global Maybank Apprentice Programme, the bank's express management training scheme for high-achieving candidates.

While in the Global Maybank Apprentice Programme, trainees were assigned a personal mentor drawn from the ranks of Maybank's experienced staff, and were given the training and tutelage needed to become one of the bank's future leaders.

Apprentices had the opportunity to work in a number of different job rotations and departments, including an overseas stint in one of Maybank's offices across the region.

According to Nora Abdul Manaf, Group Chief human capital officer of Maybank, traditional recruitment methods often do not help with finding the right people best suited for the job.

"It is why the Maybank GO Ahead Challenge is such a good platform as the bank can witness the candidates in action and identify those who have what it takes to succeed."

As part of the challenge, finalists had to sell beverages in Jalan Bukit Bintang, at the heart of Kuala Lumpur.

There are many talented students who graduate each year with impressive grades. However, it can be hard to distinguish oneself in an application form or even during the interview process. "This is why the Maybank GO Ahead Challenge is such a good platform as the bank can witness the candidates in action and identify those who have what it takes to succeed."

For more details on Maybank GO Ahead Challenge, log on to www.goaheadchallenge.com

**Top 3 Finalists for "GO Ahead Challenge" 2013: Winners walked away with:**

**Champion:** US$30,000

**1st Runner-up:** US$20,000

**2nd Runner-up:** US$10,000

All finalists were given a fast pass to the Global Maybank Apprentice Programme!

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**Finalists preparing a gourmet lunch for children at Sunway’s Le Cordon Bleu kitchen as part of the challenge.**

**Maybank’s humanising spirit is demonstrated in finalists as they spend time with the community.**

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**Wilson Beh, Client coverage executive (Malaysia)**

Beh was a part of last year’s winning team and just concluded his internship with Maybank in Singapore. He is now with the bank’s client coverage team and notes that the knowledge gained has been different from other internships or training positions as he has had the chance to work with many different aspects of the bank’s operations.

"I am exposed to a wide range of global banking operations as my team works closely with different product specialists from investment banking, corporate banking, transaction banking and global markets to tailor full financial solutions for clients."

---

**Chew Li Ling, Global Maybank apprentice (Malaysia)**

Chew is now part of the organising committee for this year’s Maybank GO Ahead Challenge. She says that the challenge came “at the right time” for her and that she values the mentorship offered in this programme.

"The assigning of a coach who has significant influence in the bank has allowed me to broaden my views of the organisation."

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**Sou Socheata, Global Maybank apprentice (Cambodia)**

Speaking of the opportunities afforded to the apprentices, Socheata is looking forward to the next few stages of the Global Maybank Apprentice Programme.

"International attachment is another outstanding benefit. This opportunity will teach me how to work with different cultures and will prepare me for my future goals at Maybank, perhaps in management or as head of a department."

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**Muhammad Rimba Putra, Global Maybank apprentice (Indonesia)**

The top performer among the challenge finalists, says that the whole experience from Maybank GO Ahead Challenge has assured him that his career is in good hands and well taken care of. The Maybank experience has been enriching and fulfilling. I’m proud to say that Maybank is indeed my preferred choice of employer.

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**Zack Neilson Tioseco, Global Maybank apprentice (New York)**

Tioseco is from the Philippines and is currently with Maybank New York as part of his learning and development journey with the bank.

"The Maybank Go Ahead Challenge is one of the most challenging competitions I have joined, and yet, it is also the most rewarding since I have gained experiences and friends that I will take with me for a long time."

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For more details on Maybank GO Ahead Challenge, log on to www.goaheadchallenge.com

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**Finalists putting together a business plan to present to senior bankers.**

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**MAYBANK GO AHEAD CHALLENGE**

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**DID YOU KNOW?**

The international business case competition, Maybank GO Ahead. Challenge, was designed, developed and implemented entirely by Global Maybank Apprentices. This Challenge has proven the true quality, commitment, and teamwork of Global Maybank Apprentices.

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The content of the challenges related to aspects of what it would take to succeed in the demanding world of international banking and finance.

National qualifiers were held this year in Malaysia, Singapore, Hong Kong, China, Indonesia, the Philippines, Cambodia, Vietnam, Thailand and the United Kingdom.

The 54 successful candidates of 13 nationalities were flown to Kuala Lumpur for the grand finals, where they competed in teams in an intensive five-day showdown.

The top performer among the finalists was awarded an internship opportunity at Maybank's New York branch as well as US$1,000 in prize money.

Candidates were assessed on their business acumen, problem-solving capabilities, teamwork skills, creativity and their ability to work in high-pressure environments.

However, the challenge was not entirely about business. In tandem with Maybank's mission of "Humanising Financial Services Across Asia" and a strongly rooted corporate responsibility culture, finalists had a Corporate Responsibility activity as well. Proceeds from the sales of inventories were channelled to a charity home, and finalists spent time at a home for the physically challenged.

However, the real deal for the finalists was the offer of a fast pass into the Global Maybank Apprentice Programme, the bank's express management training scheme for high-achieving candidates.

While in the Global Maybank Apprentice Programme, trainees were assigned a personal mentor drawn from the ranks of Maybank's experienced staff, and were given the training and tutelage needed to become one of the bank's future leaders.

Apprentices had the opportunity to work in a number of different job rotations and departments, including an overseas stint in one of Maybank's offices across the region.

According to Nora Abdul Manaf, Group Chief human capital officer of Maybank, traditional recruitment methods often do not help with finding the right people best suited for the job.

"This is why the Maybank GO Ahead Challenge is such a good platform as the bank can witness the candidates in action and identify those who have what it takes to succeed."

For more details on Maybank GO Ahead Challenge, log on to www.goaheadchallenge.com

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**Finalists from 2012 and 2013 who have taken up positions within the bank:**

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Wilson Beh, Client coverage executive (Malaysia)

Beh was a part of last year’s winning team and just concluded his internship with Maybank in Singapore. He is now with the bank’s client coverage team and notes that the knowledge gained has been different from other internships or training positions as he has had the chance to gain valuable experience across many different aspects of the bank’s operations.

"I am exposed to a wide range of global banking operations as my team works closely with different product specialists from investment banking, corporate banking, transaction banking and global markets to tailor full financial solutions for clients."

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Chew Li Ling, Global Maybank apprentice (Malaysia)

Chew is now part of the organising committee for this year’s Maybank GO Ahead Challenge. She says that the challenge came “at the right time” for her and that she values the mentorship offered in this programme.

"The assigning of a coach who has significant influence in the bank has allowed me to broaden my views of the organisation."

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Sou Socheata, Global Maybank apprentice (Cambodia)

Speaking of the opportunities afforded to the apprentices, Socheata is looking forward to the next few stages of the Global Maybank Apprentice Programme.

"International attachment is another outstanding benefit. This opportunity will teach me how to work with different cultures and will prepare me for my future goals at Maybank, perhaps in management or as head of a department."

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Muhammad Rimba Putra, Global Maybank apprentice (Indonesia)

The top performer among the challenge finalists, says that the whole experience from Maybank GO Ahead Challenge has assured him that his career is in good hands and well taken care of. The Maybank experience has been enriching and fulfilling. I’m proud to say that Maybank is indeed my preferred choice of employer.

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Zack Neilson Tioseco, Global Maybank apprentice (New York)

Tioseco is from the Philippines and is currently with Maybank New York as part of his learning and development journey with the bank.

"The Maybank Go Ahead Challenge is one of the most challenging competitions I have joined, and yet, it is also the most rewarding since I have gained experiences and friends that I will take with me for a long time."

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For more details on Maybank GO Ahead Challenge, log on to www.goaheadchallenge.com
A nestlé officer working with a seedling in an agricultural activity.
N late 2001, two gentlemen from the music industry decided to explore the aviation industry, which they knew nothing about at the time. So they purchased an ailing airline, rebranded it and transformed it into the world’s best low-cost airline. Today, Tony Fernandes’ and Kamarudin Meranun’s AirAsia maintains and constantly builds on a route network covering 78 destinations and spanning 25 countries. The awards keep rolling in for AirAsia, with its latest achievement being its recognition as the most popular employer amongst graduates in the leisure, travel and hospitality sector by Malaysia’s 100 leading Employers.

“Indeed, it’s a great feeling to be up there again. We hope to replicate this success year on year. We are a company of growth and we also want successes like this to grow too,” says Wan Ezrin, HRD Manager for AirAsia’s group people strategy.

CULTURE MATTERS
“AirAsia simply, is just a unique company to work for. It’s how we work, our attitude, passion and determination that have led to us this win. We are a flat organisation and our culture is extremely strong. More importantly, everyone in the company knows what we are all about – ‘Now Everyone Can Fly’,”

“Everyone is part of this, and they know how they fit in. We place high standards on safety, performance, we make sure that we celebrate successes, and that’s what makes AirAsia a great place to work with,” says Ezrin.

But if we look closely, what is it about AirAsia that is so appealing to fresh graduates?

AirAsia can be described as a “petrol startup”. Growth is an area that is so appealing to fresh graduates, eager to begin their careers to phenomenal heights.

In other words, AirAsia wants to help you find your passion, drive and motivation, and essentially, the key driver to achieve your career goals. As long as you are a great career in AirAsia, having people from engineering jumping to strategy or a senior flight attendant becoming a COO. As long as people are willing to work hard, carry the right attitude and aptitude, they will fly high!”

GIVING BACK TO THE WORLD
Apart from taking great care of its people and clients, AirAsia also has the AirAsia Foundation. The foundation is about promoting the values of entreprenureurship, equal opportunity and innovation while at the same time aiming to build the ASEAN community as a whole. We believe our business itself is CSR. It’s about bringing people together and changing lives. We grow so fast that we create jobs and opportunities for people everywhere we fly to.

We help struggling businesses thrive because of the affordability of our flights, we have strengthened family ties, and we have become pivotal in the economic revival and growth of the region because we allow people to easily fly there,” says Ezrin.

So, if you are humble, hardworking, ambitious, a team player and someone with great personality who loves change and fluidity and at the same time passionate about the job, get in touch with AirAsia to discover the variety of opportunities available for you.


MAKING THE IMPOSSIBLE POSSIBLE

AIRASIA TURNS DREAMS INTO REALITY BY OFFERING GREAT OPPORTUNITIES

By EVA CHRISTODOLOU
eva.christodoulou@leaderonomics.com

2 aircraft were initially in service when AirAsia first started operations in 2001.

5 aircraft won the Low Cost Airline awards have been received by AirAsia since 2009.

6 flight simulators are in operation, comprising four Airbus A320s, one Airbus A330 and one Boeing 737, which are run and maintained by CAE, a leading provider of integrated training solutions, advanced simulation, and control technologies to the aviation industry.

13 aircraft are in service with AirAsia.

25 minute turnaround time is put in practice for AirAsia to optimise cost for improved aircraft utilisation and crew efficiency.

87 destinations and growing, with Lombok, Indonesia being the latest to join AirAsia’s network.

143 aircraft (A320) are in service with AirAsia.

200 new A320 NEO aircraft were purchased at the Paris Air Show 2011.

Over 500 underprivileged children’s dreams were fulfilled by AirAsia in 2013, when they flew for the very first time.

2,268 guests from across Asia have been flown free of charge as part of the Asia’s Best Service competition. AirAsia Malaysia, Indonesia, Thailand, Philippines, Singapore and AirAsia X routes.

Over 140,000 hotels worldwide work together with AirAsia Expedia, offering AirAsia guests a wide range of accommodation to choose from.

RM 311,622 was collected from the AirAsia-iLN (National Heart Institute) Donate Your Loose Change campaign, matched by AirAsia, for the CMN (National Heart Institute) Donate Your Loose Change campaign. The money was channeled towards medical treatment for patients diagnosed with heart disease.

Over 2,160,000 copies of Travel 3Sixty have been printed since the magazine was first published in August 2007.

Over 200,000,000 passengers have been flown by AirAsia since 2001.

JONATHAN SANNIY, GROUP FLIGHT INSTRUCTOR MANAGER

“I have been working at AirAsia for the past four years. I’m responsible for the airline’s fuel efficiency programme that aims to reduce our fuel consumption and carbon emissions across our operations. We have a saying: ‘We operate over 900 flights a day. Imagine what we could do if we saved just one kg of fuel every flight.’

“I was still in high school when Tony Fernandes announced his plan to change the aviation industry in Asia. When I left university, I knew I wanted to be part of his big plan.

“With AirAsia, I have been with the company around within a year and started making profit in 2002. Profits have grown greater and greater ever since.

“Working for AirAsia is a challenge, but I am always inspired by and proud of the way my colleagues and overcome the challenges that we face in our day-to-day dealings. I believe that I could not have achieved what I’ve done in AirAsia if not for the past four years in any other organisation, I don’t expect that to change for the next four years. I am just happy to work for AirAsia because it is the feeling that my work really matters and has a direct impact on our customers.”

The contributions I make ensure that fares are low so that ‘Now Everyone Can Fly’.”

10 myStartjob.com, Saturday 16 November 2013
By EVA CHRISTODOULOU
eva.christodoulou@leaderonomics.com

In an era where technology is leading our lives, working for a creative and innovative company that pushes the limits of technology every day appeals to many graduates. That is perhaps the reason that Maxis Bhd has been voted as the leading graduate employer in the recent Malaysia’s 100 Leading Graduate Employers for the telecommunications sector.

In addition to being the sector winner in telecommunications, Maxis was also the recipient of the Graduate Recruitment Award for having the Best Management Trainee/Graduate Programme.

“Winning the M100 award in this category is a great recognition of our graduate recruitment efforts as we recruit only a very small number of high-calibre graduates for our Maxis Management Associate Programme (M-MAP) each year,” says Zailani Ali, Maxis’ head of People and Organisation.

The M-MAP receives around 3,000 applications for just a small number of places each year. According to Zailani, some of the factors that have brought this win include the fact that Maxis consistently strives to push the frontiers of technology and gives more value to its customers, thus providing a variety of learning and development opportunities for its people.

NURTURING FUTURE LEADERS THROUGH THE M-MAP

“The two-year Maxis Management Associate Programme is an ideal platform for young graduates keen to explore the many components within a dynamic telecommunications company like ours.”

They are given the opportunity to discover this for themselves through job rotations,” explains Zailani.

“They get to learn about the business holistically and, at the same time, contribute in process improvement initiatives and operational efficiency.”

“Understanding that they constantly seek challenges, mentors, recognition and feedback, all of which are provided to them during the programme, and beyond,” he explains.

The M-MAP offers the opportunity to rotate to four different roles within the two years. It was first introduced in November 2000, and so far, there have been 26 batches of management associates.

Fresh graduates in the M-MAP experience job attachments in the areas of customer intimacy, technical expertise, operational excellence and business impact, which provide them with an overall understanding of the organisation.

A programme supervisor tracks their progress, and helps to ensure their development as they advance in the programme. This on-the-job training is supplemented by courses at the Maxis Academy, which sees to the training needs of all Maxis employees. But that’s not all.

MAKING A POSITIVE IMPACT

The needs of society are very important to Maxis and the company constantly strives to make a positive impact on the communities in which it operates.

A highly successful example of this commitment to the community is the Maxis Cyberkids programme. Introduced in 2002, the programme’s aim is to promote the use of IT to students and to empower them with the skills they need to explore, share and propagate knowledge in their communities.

It is a community project designed to spread technological skills to all corners of Malaysia, supporting the Government’s call to bridge the digital divide in the country.

To date, the Maxis Cyberkids has reached out to more than 8,600 school children and their teachers in over 1,500 schools across the country.

“Our M-MAP associates get opportunities to be involved in our various corporate responsibility activities, which are made in areas where we feel that our business and technology can make a real and meaningful difference in people’s lives,” says Zailani.

LET’S GET STARTED

“If you want a head start in your career, there’s no better place to do that than at Malaysia’s leading telco. We have an exciting future ahead of us, and we’d love for you to be part of our journey,” says Zailani.

Those interested in Maxis’ talent initiatives including internships, scholarships and careers, can visit their website at www.maxis.com.my/careers. All degree backgrounds are welcome.

A relaxed environment at the Maxis Academy.

A conducive environment for meetings is part of the Maxis culture.

Management associates at their Toastmasters competition.

WINNER

Best Management Trainee/Graduate Programme

WINNER

IT has been a good 2½ years since I joined Maxis through the Management Associate Programme (M-MAP). The two-year programme has accelerated my learning. With the experience and knowledge I gained through various rotations such as in the finance, network and customer service divisions, I now understand the business better, preparing me for more senior roles in the future.

Maxis provides a conducive environment for young people like me to learn and grow their potential. I have been very fortunate to be part of some major projects such as the iPhone and BlackBerry launches and the new #Hotlink plan launch, even though I was still a junior.

I like how Maxis is always innovating and striving to provide the best service to our customers. The future for Maxis is promising and I am glad to be part of this exciting journey.

This is definitely a place where young and energetic graduates want to be at.

JOANNE TENG POH LI
Senior executive, Prepaid Mobile Internet & Device Marketing

FOUNDED in 1995, Maxis Bhd has its headquarters in Kuala Lumpur and employs around 3,000 people. As one of Malaysia’s most admired home-grown brands, Maxis has evolved from being a premier mobile operator to one that offers an extensive suite of services to enrich its customers’ lives whether at home, at work or on-the-go: mobile and fixed voice, messaging, mobile Internet, wireless and wired high-speed broadband, and multi-screen content and applications.

Always at the forefront of technology, Maxis launched the first high-speed networks in Malaysia including 3G, 3.5G, 3.5G+ and was the first to launch 4G LTE (Long-Term Evolution) early this year.

At present, Maxis’ high-speed network footprint is the largest in the country with 95% 2G and 82% high-speed 3G coverage.
truly enjoyed my two years here. That is why I am here today. So far, I have
one should be left behind. Because we believe in the teamwork spirit.
everyone is willing to share knowledge daily and annual dinners where participa-
I work hard, but I am also in my role as well.
competitive. Of course, working closely with marketing campaign to be more savvy and tasked to update and upgrade the current under the supervi-
I'm involved in creative direction, event designing as well as PR work for Setia Sky Residences, Kuala Lumpur. Together with my fellow marketing team, we work to position the current product under the supervision of the sales and marketing manager and the guidance of the head of sales and marketing.
Being in the marketing team, I am also tasked to update and upgrade the current marketing campaign to be more savvy and competitive. Of course, working closely with the sales team to meet targets is part of the role as well.
In May 2013, I had the opportunity to design and work with S P Setia’s staff party committees to commemorate winning the Best of the Best Employer Award in Malaysia by Aon Hewitt.
I am blessed to have great superiors who keep challenging me by giving me exciting tasks, and who guide me to ensure my assessments turn out a success. S P Setia has a lot of interesting projects in the pipeline and for sure, career and personal growth opportunities are here.
We hold strong to the four pillars of “Live, Learn, Work, Play,” I work hard, but I am also learning things via training courses conducted by our group human resource. Playing hard happens during activities such as family day and annual dinners where participation by staff is highly encouraged.
In S P Setia, everyone is my teacher, and everyone is willing to share knowledge because we believe in the teamwork spirit. We move forward together and believe no one would be left behind.
To the best, I need to join the best. S P Setia is the No.1 developer in Malaysia, so that is why I am here today. So far, I have truly enjoyed my two years here.

By Eva Christodoulou & Lily Cheah
mystarjob@leaderonomics.com

HOME GROWN multiple award-winning property developer S P Setia has picked up yet another win. This time, it is as the leading graduate employer in the “Plantation/Property & Construction” category, as awarded by Malaysia’s 100 Leading Graduate Employers 2013.
As an employer, S P Setia prides itself as a nurturing organisation, providing career development as well as compelling benefits for staff. “We believe that the way we groom and grow our people can be credited for this achievement,” says Tan Sri Liew Kee Sin, president and CEO.

A LEARNING ORGANISATION
Training and development of S P Setia employees is centred at the Setia Learning Academy in Setia Alam, Selangor. Echoing the second theme of its “Live, Learn, Work and Play” development philosophy, the Setia Learning Academy was launched by Liew on Nov 6, 2009 to ensure continuous learning for staff.
“S P Setia is a learning organisation, and the Setia Learning Academy delivers a wide range of learning programmes designed to groom our people in areas pertaining to technical, language, leadership and management capabilities,” says Liew.
The Setia Leadership Development Programme (SLDP), focused on improving people management capabilities, is one of the courses run at the Academy.
The “SLDP grooms managers and heads of departments to become better people lead-
ers,” says Liew. “It is designed to build leadership capability in leading staff, leading people, leading business and leading change.”
The company, which was named “Best of the Best Employer in Malaysia” by Aon Hewitt’s Best Employers Study earlier this year, also runs the Setia Graduate and Internship Programme. This aims to provide comprehensive learning and development opportunities to young individuals with the drive for it. It covers the areas of core competency training, on-the-job training and mentoring. Interns that are outstanding can be awarded scholarships and offered employment in S P Setia after graduation.

ENGAGEMENT A PRIORITY
“A highly-engaged workforce is definitely very critical to the success of our business,” says Liew, explaining that S P Setia employees are crucial to building the strength of the company’s brand.
“S P Setia’s success is attributed to ‘Team Setia’ that is represented by a company of dynamic people of all levels who are our national brand ambassadors,” Liew continues.
“Everyone speaks positively about the company and is 100% committed to deliver their best. More importantly, they are willing to go the extra mile for the company. These are typical characteristics of a highly engaged workforce.”
While employee happiness is important, high engagement is what the company seeks. “A happy workforce is productive and able to deliver results, but a highly engaged workforce is capable of propelling the company to achieve trajectory growth,” says Liew.
“Our biannual CEO Dialogue has proven to be a powerful engagement tactic,” Liew meets employees to deliver his leadership message and at the same time listen to their concerns. Staff benefits also play an important role in employee engagement as well. “Pay-for-Performance is the foundation of our total reward philosophy, and this automatically addresses the issue of internal equity,” says Liew.
S P Setia practices annual salary reviews as well as pay out interim and year-end bonuses. However, rewards do not merely come in monetary forms. One such example is the recently introduced “Gold Award”, which recognises employees who excel in work performance and who contribute beyond their job scope in charitable and community activities, organising company wide-events, sharing knowledge and conducting trainings. Exemplary team efforts in embracing quality and services as well as health and safety initiatives are acknowledged via the “Quality Excellence Awards”.
Being a property developer, helping staff to purchase homes of their own has been identified as a priority. “We want every employee to own a home,” explains Liew.
“Knowing that home ownership is increas-
ingly a challenge for lower income groups and young graduates, S P Setia makes available affordable products and sets aside a quota for this group. Home ownership is further facilitat-
ed by the staff purchase discount scheme.”
“Health and wellbeing of our employees are our priority too. Our outpatient medical benefits are extended to employee and family members including spouse, parents and chil-
dren,” Liew adds.

WORK AND PLAY
In terms of promoting work-life balance, the company organises recreational activi-
ties such as mountain climbing expeditions, and other activities organised by the S P Setia Foundation Volunteer’s Club. There are also Corporate Social Responsibility programmes that are open to all staff.
The company’s annual “Better Health Better Life” campaign drives the importance of employee health and well-being. The two-month campaign involves a series of activities that include a walking challenge, dance classes and hiking, targeted to raise health awareness. Fruit is also distributed to employees three times a week. To top these off, the S P Setia Recreation Club actively organises games and inter-divi-
discipline futsal, badminton and bowling competi-
tions all year round.
If you are interested to find out more about job opportunities in S P Setia, visit www.setia.com.my/corporate/join-our-team.asp

DID YOU KNOW?
S P SETIA IS...
1 The first home-grown company to be recognised as the country’s top employer twice – 2011 and 2013 by Aon Hewitt’s Best Employers Study.
2 The only developer to have won the FIABCI Malaysia Property Awards eight times.
3 The only developer to be ranked as Malaysia’s No.1 Property Developer eight times in The Edge Malaysia’s Top Property Developers Awards.
4 The first to introduce the 36-month home warranty, setting a benchmark for a new standard in Malaysia.
5 The first Malaysian developer to have presence in seven countries with the latest being the United Kingdom where S P Setia is leading the Malaysian consortium to re-energise London’s iconic Battersea Power Station.

TEAM SETIA CELEBRATES LATEST WIN
SUCCESS ATTRIBUTED TO ENGAGED WORKFORCE

Nick Chieh-Kah Ken
Project Engineer

NICKY CHANG KAH KEN
Project Engineer

NUMBER OF YEARS AT S P SETIA: 2

My responsibilities include the inspection of all technical works and the project to comply with requirements and specifications. I also plan and monitor project progress, liaise with relevant con-
sultants and clients on technical matters in relation to construction works and ensure a quality product finish.
I decided to join S P Setia because it is a well-established company where I see many opportunities to grow my career. S P Setia recognises my efforts and commitment, and this motivates me to further improve my skills. We are also well rewarded for it. The company is growing rapidly, and I’m happy to grow with the company. I like working in S P Setia because of the team spirit that we have. We work together towards a common goal. Furthermore, I can have work-life balance as the company organises many activities such as sports events and concerts.

DYANA NORDIN
Senior Executive, Sales and Marketing

NUMBER OF YEARS AT S P SETIA: 2

I’m involved in creative direction, event designing as well as PR work for Setia Sky Residences, Kuala Lumpur. Together with my fellow marketing team, we work to position the current product under the supervision of the sales and marketing manager and the guidance of the head of sales and marketing.
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By PREMA JAYABALAN
prema.jayabalan@leaderonomics.com

TOP Glove Corp Bhd emerged winner of the “Manufacturing – Chemicals & Heavy Industries” sector in the acclaimed Malaysia’s 100 Leading Graduate Employers Awards held recently. The accolade was extra special for the company, being its first win in these awards. “This win is especially meaningful for Top Glove as it is a reflection of the positive perception which potential hires have of Top Glove,” says Tan Kim Lian, general manager of human resources at Top Glove. What started off as just one factory in 1991, is now home to 11,000 employees.

Today, Top Glove is the world’s largest rubber glove manufacturer, with a production capacity of 44 billion gloves per year that is exported to 2,000 customers in 185 countries worldwide.

Headquartered in Malaysia, Top Glove has overseas operations and offices in China, Thailand, Germany and the United States.

“We believe the factors that contributed to our win include our brand initiatives and recruitment drives,” says Tan.

“Top Glove has a very strong presence at career fairs and career days, and we actively conduct student visits at our head office currently located in Klang, Selangor. The company, which has ongoing expansion plans, is always scouting for fresh talent. It hires 700 to 800 people on an annual basis, out of which about 200 are fresh graduates.

Well-rounded offerings

The glove manufacturer believes its holistic approach to catering for the needs of its staff played a part in its recognition as a leading graduate employer. Emphasis is placed on the development of employees and an environment of open communication in the organisation. On the learning front, Tan explains that learning and development modules for individual employees are customised through a learning analysis. New recruits are also placed with “mentors” and “buddies” to ensure they assimilate well to the company’s environment.

Additionally, “we have a participative management style,” says Tan. “Opinions and comments of staff are constantly sought.”

On the remuneration front, the company seeks to duly recognise and reward committed, hardworking and capable employees. “We operate with a strictly meritocratic, performance-based system of assessment under which every employee has an equal chance to scale the corporate ladder,” she says. Tan lists competitive remuneration packages as privileges of Top Glove staff, with the health of employees also tended to. The company also provides health counselling and subsidies for health-related activities. In addition, it organises monthly sports tournaments, and annual departmental and company-wide trips. “This is to promote a healthy lifestyle and foster closer ties among our people and their families,” adds Tan.

The RIGHT FIT

As for the type of young recruits it seeks, Tan says Top Glove looks for people who are committed and creative. Candidates who possess excellent communication, teamwork skills, have leadership potential and integrity are also sought after.

“Our people play an integral role in spearheading Top Glove to achieve greater success,” says KM Lee, managing director of Top Glove.

“As we continue in our mission to be ‘the world’s leading manufacturer with excellent quality glove products and services that enrich and protect human lives’, we need the best people on board. We believe we have a lot to offer as an employer, and we are grateful for being recognised as the top leading employer in the manufacturing sector this year,” Lee concludes.

To find out about career opportunities at Top Glove, visit www.topglove.com.my/index.php/career
SIR CHRISTIAN BONINGTON’S PASSION FOR MOUNTAINEERING

By CINDY YAP
myStarjob@leaderonomics.com

O

e ne of the world’s most cele-

brated mountaineers in the

history of mountaineering, Sir

Christian Bonington, 78, is not

showing any signs of retire-

ment just yet.

Best known for leading the first ascent of the 12,000ft south face of Annapurna, the most difficult climb at that time, Bonington also successfully led a British expedition to

the first ascent of the immense south-west face of Everest in 1975. Although he was not able to reach the summit in both cases due to his leadership responsibilities, he returned to Everest in 1986 for his fourth expedition and finally arrived at the summit of the world’s highest mountain at the age of 50.

For his achievements, Bonington was

honoured by Queen Elizabeth with the

Order of the British Empire (CBE) in 1976 and was

knighted in 1996.

Bonington speaks to The Leaderonomics Show about how he discovered his love for

climbing in Snowdonia as a teenager. He describes it as a steady, yet natural progression for him over the years.

“As a youngster, I had always been

adventurous. I loved walking, going for long

cycle rides, discovering the hills and rock-

climbing.

My grandfather lived in Ireland during

the holidays. One winter, I travelled there by

train and noticed these big hills from a dis-

tance. I was in awe,” Bonington shares.

He then tagged a schoolmate to hitch-

hike up to Snowdonia, the highest moun-

tain in Wales, during the harsh winter of

1951.

Both of them were avalanche-fled in the

heavy snow. Consequently, his friend gave

up and hitch-hiked home the next day, but

Bonington persevered.

“It was such an adventure; I was excited

about the risk and the beauty of the

mountains. From that moment, I was

hooked. Ever since then, mountaineering has

dominated my life,” he says.

“Just as well! Not everyone is created to be

an entrepreneur or a musician for that mat-

ter. Let’s face it; there are many jobs which

are considered mundane. The challenge is

to be happy in whatever role you are play-

ing.” he retorts.

...and lead, leadership may also be something
developed, Bonington opines.

“I never saw myself as an expedition

leader. There were endless chats about
going to the Himalayas, but I had to do

something to make it happen. So, I tasked

myself to organise it and realised that I

enjoyed it.

“It was fulfilling, exciting, at times very

challenging and I made mistakes which I

learned lessons from. Through the years, I

have become a better leader,” he divulges.

Asked what exactly is the responsibility of an

expedition leader, he explains that

leading a large expedition involves influenc-

ing, coordinating, planning, delegating seri-

ous roles and essentially trusting the team

members to play their part.

It requires clear vision and a good report

back system just like any organisation, to

immediately see if something’s not right or

someone needs support, he says.

“That enterprise becomes your baby and

you want to see it successful. You put the

best people, not necessarily yourself, on top

of the mountain,” he adds.

A leader is capable of having that broad

overview of the whole enterprise and mak-

ing the whole mechanism work, he elabo-

rates.

“People who achieve great things possess

the basic instinct, endurance level and abil-

ity to develop this potential, coupled with a

certain amount of luck and environmental

influence,” he says.

The important thing in life is for every

individual to work towards fulfilling their

own potential. An unhappy person is one

who has that potential but hasn’t been able

to realise it, he offers.

When suggested that not everyone is cut

up to be a mountaineer, he guffaws, “just as

well! Not everyone is created to be

an entrepreneur or a musician for that mat-

ter. Let’s face it; there are many jobs which

are considered mundane. The challenge is

to be happy in whatever role you are play-

ing.”

In order to understand the potential that

resides within, Bonington advises: “Ask

yourself what excites you, put in your full

commitment and go for it!”

He stresses that success involves a huge

amount of hard work, which may be grind-

ing and boring but necessary.

“Be determined, because there are no

short cuts to success!” he quips.

DEVELOPING A LEADER

Although leaders, to a certain degree, are

born with an intrinsic ability to

 influenced

Similarly, all too often, an organisation in a

business world may be heading for finan-

cial disaster if it doesn’t have the courage to

say “This is not going to work and we have to

turn back,” argues Bonington.

For young enthusiastic climbers who aim to

emulate Bonington, he advises: “You

should first learn to be a competent rock

climber, and then get into bigger moun-

tains. Develop and learn along the way and

you will succeed eventually. Do it step by

step, as pushing will only get you into trou-

ble,” he emphasises.

INSPIRING CORPORATE LEADERS

through Mountaineering

Bonington travels widely, using his Everest

experiences to inspire companies and work-

forces by skilfully making links between his

challenges on the mountains and challenges

faced by the global business world.

Bonington offers three tips to corporate

leaders:

Be clear of your vision

All too often objectives get mixed up, which

can be counter-productive. Focus on the

end and cut out all extraneous issues.

Share the vision with your team

While sharing, ask for opinions. Listen and

learn from the people tasked to accom-

plish it and be prepared to adapt.

Make clear-cut and firm decisions

Finally, once you are clear on your

vision and have consulted, go on to make a

firm, clear decisions.

Bonington, who has been the chancellor of

Lancaster University since January 2005, has

achieved so much in life that one won-

ders what’s left on his bucket list.

“I’ll be 80 in a couple of years, I’m not

going to climb Everest again!” he

laughs.

“My objective is a modest one – that is, to

climb a small, unclimbed peak to celebrate

reaching the young age of 80,” he

retorts.

To view the full video of Sir

Christian Bonington as well as

videos of other inspirational lead-
ers, visit www.leaderonomics.tv
A few weeks ago, a colleague shared a TED video with me by Dr. Meg Jay, a clinical psychologist from West Virginia. The topic at hand was “Why 30 is not the new 20.”

In it, Jay talks about young people these days saying that life begins at 25, which is the age they put their lives on hold, thinking they have 10 years to waste. Being in my early 20s, the saying “30 is the new 20” isn’t something alien to me.

Many of us in this age group tend to be a little more laid back. We like to take our 20s as our downtime – the honeymoon period where nothing matters, except having fun.

We have jobs, but we do not rush to build a career. That can wait, we say. We’re worried about that when the time comes.

**MAKE EVERY STEP COUNT**

I personally believe that I did not give enough thought to my first job. I didn’t consider how much it could teach me or how it would help me in the long run. I didn’t feel the need to find a life partner and build a family.

It was only after spending 10 months there that I realised that there was no opportunity for career development. That’s what I learned all that I could in the first three months and that I needed to know what else I was capable of doing.

People around me started working later than I did, but they were all starting to build great careers. Only after I had signed the employment contract did I start getting bigger and better job opportunities.

I decided that I needed to look for a great career, not a great job, and a few months down the road, here I am at Leaderonomics.

Back to Jay’s talk. She shares that a large number of people in their 20s, and life holds and become passive, because they believe they have plenty of time to build their career and start a life.

Since the pressure is being taken off people in their 20s, a huge amount is being transferred to them when they reach their 30s. They suddenly feel the need to find a life partner and make important big decisions, like choose a city to settle down in, build a career and build a family.

The problem with this is that the decisions they make are not based on what they actually want; instead it is because they feel they have to make these decisions as fast as possible.

**The 20s are a sweet development period**

Jay shares that the 20s is a person’s development sweet spot, where it is easier for people to change their personalities and alter their destinies.

The best and worst part of being in your 20s is that every decision you make can change and effect the rest of your life. It gets more difficult to reinvent yourself once you are in your 30s or 40s. It is not impossible, but it takes a lot more effort and money.

She says the 20s is a person’s best chance to experiment with jobs and relationships. Each move can be more intentional and more informed than the last.

While I see truth in not letting your 20s slip by, I personally know a few 30-year-olds who had a downtime in their 20s, and are doing perfectly fine now. At the same time I also have other friends in their late 20s and early 30s who are already regretting taking their 20s too easy.

Some people are fine with kickstarting late, while others aren’t. So make a decision for yourself and own the consequences.

If you’re interested in making the most out of your 20s, here are two tips from Jay:

1. **Forget about having an identity crisis, get some identity capital.** A large number of people in their 20s now are living with an overwhelming amount of uncertainty.

   Many of them have no idea what they will be doing or where they will be in the next five to 10 years. They have trouble choosing a career, leaving them anxious and causing many to have an identity crisis.

   Jay urges people in their 20s to do something which adds value to who they are, something that works as an investment in who they might want to be next.

   For young adults, being good at work increases their self-confidence and value. They feel better about themselves and also happier with life.

   **Identity capital is your collection of personal assets. It is the collection of individual resources that you put together over time, the investments you make in yourself, the things you do well and make part of who you are.**

2. **Leverage your “weak ties”**

   People in their 20s tend to stick to their circles. They are not meeting new people who are they are already very familiar with, such as close friends and acquaintances.

   These are your “strong ties,” says Jay. Some of the most exciting things happen outside your inner circle, where your weak ties lie.

   That great job opportunity might be waiting for you in your weak ties. Step out of your comfort zone and meet and talk to more people.

   There are plenty of opportunities you will never know about if you remain stuck in your own inner circle.

**HOW TO GET SMARTER EVERYDAY**

By EVA CHRISTODOULOU 
eva.christodoulou@leaderonomics.com

**Leverage your “weak ties”**

**Be observant**

Even during the day, being mindful can actually help your intelligence. By observing everything that is going on around you – from the smell of a flower to a facial expression that your colleague makes, being mindful can help you understand what lies behind all these apparently mundane observations.

To keep your brain active, observe what is happening around you while you work out, your emotions, pain and movement of your breath and muscles, you are being more mindful than usual.

This activity forces your brain to work hard in order to remember and analyse all the details, exercising it for the whole time.

**Spend time at “brain gyms”**

Michael Merzenich, professor emeritus at the University of California, argues that spending time at Internet “brain gyms” such as AARP and Brain HQ is activity that he personally indulges in and finds useful.

He argues that spending 20 minutes to 30 minutes a day on such websites doing the exercises available there is extremely efficient in sustaining his neurological health.

The advantage of these online brain gyms is that they allow you to focus on improving specific abilities that you would not otherwise be able to train through everyday activities.

Similarly, activities away from the computer such as solving puzzles, Sudoko or crosswords, can help you maintain a flexible brain that is better able to retain information.

**Exercise**

Staying active and keeping your body in good health protects your brain against dementia and reduces the risk of Alzheimer’s unless you are taking up boxing or other sports that increase the risk of head injuries.

Exercise also offers the perfect opportunity to get your mind off daily worries and focus on what you are doing.

By observing what is going on around you while you work out, your emotions, pain and movement of your breath and muscles, you are being more mindful than usual.

This activity forces your brain to work hard in order to remember and analyse all the details, exercising it for the whole time.

**Learn from experiences**

Nothing beats experiential learning, something that can be found in all activities that we engage in. To make this easier to understand, you should keep learning and acquiring fundamentally new skills and abilities.

This can be attained by developing challenging new activities that you enjoy undertaking.

For example, on top of your usual job, have hobbies on the side that you are passionate about, and aim to try out new hobbies as often as possible.

**Have a flower garden, being passionate about cooking, as well as chess, ping pong or any sport, require adaptive and working memory, which grows your intelligence.**

**Learn something new everyday**

Whether it is learning a new word, understanding the reasons behind a government decision and how it will affect you, or learning a bit of trivia, make it a point to learn at least one new thing a day.

It’s not enough to read about something. You have to use the information as well. Come up with a personal goal to use the new information you learn with three different people during the course of the day.

That way, the information is more likely to stick in your brain, as repetition is the mother of knowledge.

It is not that difficult, in reality, to become smarter by the day. All it takes is a little effort.

Don’t forget that as you get older, even though your brain’s processing speed becomes slower and memory tends to slip, there is a different way that your mental powers and intelligence grow – but that is different topic which we’ll leave for another time. So go ahead, and claim your rights to a smarter you!
DEAR CAREEROMERS,

I can provide you with six years of experience and provide feedback on your performance, but I also need to understand your perception of your role and your organisation.

When you start your career, in the first five years or so, you are likely to go through the rigor of a new role at a company, especially multinational corporations (MNCs).

To be honest, I am happy with my current position as the role is challenging and exciting, and pays me not directly related to the efforts made, and are also way below the current market rate.

As you climb the corporate ladder, and the expectation narrows less and level up at level professional network. I would encourage you to continue on this path as long as you are learning and feeling challenged.

REWARDS NOT EXPECTED

Payback for work done comes in the form of recognition (non-monetary). As a form of recognition (non-monetary) you would not be provided with the necessary support.

MCNs NOT RESPONDING

MNCs are great learning ground and I'm glad you're looking to find your way in, working in and outside Malaysia will surely benefit your career, especially if you are looking to transfer to (skillsets of project management are transferable and in demand).

Beyond that space, look at employers out there. They also stand to lose if they don't have a specific answer for you. Instead, what I have for you are questions, questions for you to consider, questions which I hope you will still be looking into. Help you go forward. First, are you sure about leaving? I understand that it can be frustrating, not being fairly compensated for your effort. However, many are not able to say, “I am happy with my current position as the role is challenging and exciting, and enables me to prove my field”.

If you're enjoying the role and especially, if you're still learning and building good experience, do not be too hasty to leave. Consider staying on for as long as your role and organisation continues to contribute to your professional growth.

Why is asking for a raise out of the question? Especially, when you have mentally decided on leaving, what’s the downside of asking? Seek the advice of your direct super or others in the company on how to best improve your remuneration.

Would there be something else that you could ask of your employer that would make you happier to stay? It could be as simple as asking for additional time off for studying, since you mentioned that you’re pursuing professional status. If not a raise, have you asked your employers what you would need to do or achieve to get a higher bonus or promotion?

How are you identifying the best fit for your job and employer? How is your job about finding a good fit between your strengths, experience and ambition with an employer in demand for your skillsets?

What is your value proposition to a future employer? Which organisations need what you can bring to the table? With your diverse skillsets, which would be your main strength?

The immediate space of companies to consider are those in the same industry — potentially, companies who are customers, direct competitors or suppliers.

Besides that space, look at employers or related industries which your experience and competencies are transferable to (skillsets of project management are transferable and in demand).

Here in narrowing which employers to target, understand where the demand is in terms of where there is good business growth and scope for you to grow as an engineer. Best fit is needed to ultimately secure the job, but first, you need to get the interview. What are you doing to enhance the content of your job application? Presumably in actively looking for a job, you have Googled how to produce the ultimate CV and cover letter.

My note of caution to you is to customise these to the role and company you are applying to. You need to do the mistake of sending CVs that look obviously photocopied and do not reflect anything specific to the role and organisation applied to. I remember once how at a forum, an experienced HR professional advised graduates to have a concise CV that fits on one page.

An engineer immediately disagreed with the advice, saying that in his field, he expects a longer CV with listing of projects worked on, to assess relevance of experience and to discuss at interview.

Moral of the story is, one size does not fit all. Get to know your employer and consider the position of your application and hopefully for the best. Did you follow up with the HR department or hiring manager on the status of your application? Have you used headhunters?

Companies receive many CVs to vet through. It helps to secure an interview if you have met the employer or you are recommended.

Leverage on your contacts and professional network. I would encourage you to check out industry events, seminars and forums as a platform for you to network, gain exposure of industry and better understand the employers out there.

I wish you all the best and every success in forging ahead with your career. Do not give up if you face initial setbacks. Continue to aspire to improve your career — especially in Malaysia. As there remains a strong demand for engineers, like you!

Regards,

JOHAN MERICAN

The opinions expressed are those of the authors and not necessarily those of Leaderonomics or myStartjob.com

DEAR ARZAD,

I regret to inform you that I don’t have a specific answer for you. Instead, what I have for you are questions, questions for you to consider, questions which I hope that in answering, will help you go forward.

First, are you sure about leaving? I understand that it can be frustrating, not being fairly compensated for your effort. However, many are not able to say, “I am happy with my current position as the role is challenging and exciting, and enables me to prove my field”.

If you're enjoying the role and especially, if you're still learning and building good experience, do not be too hasty to leave. Consider staying on for as long as your role and organisation continues to contribute to your professional growth.

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I wish you all the best and every success in forging ahead with your career. Do not give up if you face initial setbacks. Continue to aspire to improve your career — especially in Malaysia. As there remains a strong demand for engineers, like you!

Regards,

RUPA SIVANOLI

DEAR ARZAD,

It’s great that you are taking the initiative to improve yourself and attain professional status, as learning and development is a lifelong journey.

I am sure it’s not easy being at a crossroads between what you feel you deserve and what you currently have.

Continue to invest in your abilities. A person’s natural abilities may be totally different from his passion; however, his skills and abilities will help him earn money. Money funds a person’s true passion.

In your case it sounds like engineering is your passion and you do derive satisfaction in your current role — that’s a really good start.

Asking for a raise is out of the question as it has been made clear by the top management that they will not be doing any salary revisions to suit the current market rate.

So, as such, I have decided to look for a new career in a new company.

Over the past year or so, I have been actively looking for other jobs, however, until now, I have yet to receive even a single interview invitation.

Deep down I know I have the ability to work with the biggest corporations and MNCs, but these companies do not see that.

I know that I am doing something wrong in my applications, but I don’t really know what it is. What can I do to stand out from the crowd?

Thank you,

ARZAD

Also next week

University students describe their ideal workplace

When leaders lack courage, they also stand to lose their integrity

Do you want to look better? We dish handy style tips in Image Matters

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