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ATTENTION, PLEASE

By ZARA JAYNE
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THE ability to grab someone’s attention is an art we all need to learn and exercise in life. Credibility plays a major part in this. The more credible you are, the more others are willing to listen to you.

The question is, how can people project credibility? While content matter expertise is certainly one aspect of the answer to this question, the way we carry ourselves also plays a part.

Here are a few behavioural tips on how to capture the attention of others according to an article by Cara Hale Alter, author of The Credibility Code:

1. **Maintain your head level**

   Cesar Millan, the notable dog trainer, has such a strong presence that dogs easily listen to him. After explains that “dogs recognise his alpha status by the way he carries himself.”

   How can this be applied in the business world? By maintaining your head level! Don’t raise or drop your chin.

   A great way to try this is to lengthen out your spine and balance your head level. Then, move only your head as if you are a camera on a tripod. Keep your body still while scanning your surroundings.

2. **Speak at a moderate volume and project your voice**

   A constant problem that people face with volume is that they speak too softly. However, many are not aware that your vocal skills can be easily adjusted. To capture attention, project your voice. Use your diaphragm when you speak and strengthen that muscle by exercising it.

   For example, you can try saying all the days of the week or the months of the year in a single breath. But remember, this is about better voice projection, not shouting!

3. **Hold eye contact**

   According to Alter, “there is a difference between making eye contact and holding eye contact.”

   Holding eye contact for at least three to five seconds will increase your confidence and credibility.

   Give this a try. Start by conversing with your colleagues and consciously holding eye contact. You can look away briefly but avoid the habit of avoiding eye contact and holding eye contact.”

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   Best wishes,

   Lily Cheah

   Editor, myStarjob.com

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**Crying “WOLF!”**

REMEMBER the story about the boy who cried wolf? Aesop’s fable tells the story of a shepherd boy looking after sheep on the hillside.

Out of amusement, he calls out “Wolf! Wolf!” Villagers rush out to his aid, only to find no wolf, and the shepherd boy laughing at them.

One day a wolf really does come to threaten the shepherd boy’s flock of sheep. “Wolf! Wolf!” he cries, but the villagers do not believe him and do not come to his aid.

What happened to the shepherd boy? His words lost credibility. As a result, at a time when he most needed help, no one came to his side.

In the context of work, I don’t think anyone in their right minds would call out “Wolf! Wolf!” or “Disaster! Disaster!” for their own amusement, but credibility can be lost in many ways, including:

- Not knowing what we should know
- Not walking our talk
- Stepping on others in order to make ourselves look better
- Being overly emotional
- Taking shortcuts that compromise quality of work
- Failing to say sorry when we are at fault
- Exaggerating facts, or like the shepherd boy, outrageously lying to others

When an individual has no credibility, he or she is unable to influence. And once credibility is lost, it is an uphill journey to get it back.

It takes a lot of effort to win back credibility after having lost it so heavily,” said Giorgio Napolitano, and he is right. The Merriam-Webster dictionary defines credibility is someone who is “able to be believed” or is “reasonable to trust or believe”.

Importantly, who are these “others”? Who would follow us?

From work? We’re on success on your way home from work? We’re on 88.9FM in the Klang Valley every Tuesday from 6pm to 7pm.

**Join Us!**

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**COMMITTED TO GIVING BACK**

**AmBank Group’s CULTURE of GENEROSITY**

By EVA CHRISTODOULO

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1. **ADDING VALUE TO THE MARKETPLACE**

“We are committed to continuously add value to the marketplace and to contribute to the development of the industry through a wide range of products, services and market initiatives, which we believe will bring about both growth and prosperity,” shares Syed Anuar Syed Ali, Senior General Manager, Group Corporate Communications and Marketing. Syed Anuar is also President of Kelab AmBank Group, the Group’s sports club.

“With our four pillars based on Bursa Malaysia’s CSR Framework to have a dynamic and relevant CSR vision. These pillars also cover the broad spectrum of our target groups,” he adds.

Here are some milestones that AmBank Group has achieved in its four key pillars:

**Corporate social responsibility (CSR)** is a big area of attention for the Group,” shares Syed Anuar Syed Ali, Senior General Manager, Group Corporate Communications and Marketing. Syed Anuar is also President of Kelab AmBank Group, the Group’s sports club.

“We chose our four pillars based on Bursa Malaysia’s CSR Framework to have a dynamic and relevant CSR vision. These pillars also cover the broad spectrum of our target groups,” he adds. Here are some milestones that AmBank Group has achieved in its four key pillars:

**1. ADDING VALUE TO THE MARKETPLACE**

“The Group is no less active contributor to the success of the capital markets. Our aim is to provide a platform where all participants can engage and contribute to the growth and development of the capital markets,“ he said.

**2. STAYING CONNECTED TO THE COMMUNITY**

AmBank Group stays connected to the community by addressing a wide range of issues linked to the development of sustainable communities. Its initiatives reach the less fortunate, those in distressed situations, and also cover the areas of youth, sports, culture, and the media.

Employees are heavily involved in this Community pillar. Kelab AmBank Group, for instance, encourages employees to volunteer for projects. Staff can also suggest ideas for new projects that would create value for a segment of society.

The AmBank-MyKasih Community Programme, launched in 2009, is one of its programmes aimed at helping the urban poor. It includes a food aid project, where eligible families are given RM80 per month to shop for essential food items at their local grocery store. To date, the programme has benefitted nearly 1,000 families from 12 areas all over Malaysia. The Group has allocated RM1 million per year in sponsoring the programme.

Encouraging education is also a Group concern. AmBank Islamic’s student adoption programme, in collaboration with Yayasan Pelajaran Mara, provides financial aid for schooling to primary and secondary school students from low-income families until they complete Form Five.

In the spirit of getting its people involved, the Group periodically organises blood donation programmes in collaboration with Puasal Darah Negara by providing facilities for blood donation in the Group’s office buildings, in an attempt to increase awareness and encourage AmBank Group staff to care for other people who are in need.

Giving back to society is at the heart of all the Group’s CSR programmes, and the annual new year’s eve concert organised by the Group, with the latest being the AMBANG 2014 PUTRAJAYA is literally a shining example of its efforts.

For the fourth year, the Group has staged a musical countdown extravaganza with the most popular Malaysian artists for a live audience averaging half a million strong, with the concert culminating in a dazzling show of fireworks at the stroke of midnight.

**3. PROVIDING SUPPORT AT THE WORKPLACE**

Not overlooking its own staff, “The AmBank Group continues to provide the best possible support to foster staff wellbeing, development and intellectual growth, realising the value which an engaged workforce will be able to add to the Group and the community at large,” stresses Syed Anuar.

The company’s efforts extend to promoting a balanced and healthy lifestyle, fostering a sense of family, providing growth in personal development and constantly seeking improvements in the work environment.

An example of initiatives aiming to increase the wellbeing of staff is the various tournaments and championships organised by the Kelab AmBank Group, where employees can engage in healthy competition and demonstrate their prowess in sports such as bowling, darts, go-karting, paintball, futsal, bowling and snooker.

Additionally, family days are regularly organised, where the management, employees and their families are invited to interact with each other and build even stronger bonds.

This extends to events held across the country so that all parts of the AmBank Group family feel equally connected.

Such family gatherings also provide an opportunity to offer recognition and honours to certain deserving employees of the Group, he says.

Aside from the many opportunities for training and to obtain professional qualifications, the Group’s dedicated Toastmasters Club, running for about seven years now, provides further opportunities for growth to employees.

The Club was recognised as a “Select Distinguished Club” back in 2011 by Toastmasters International for achievements made throughout the year, and continues to hold monthly meetings premised on its mission of inculcating “communication prowess and enhanced leadership skills”.

**4. BEING RESPONSIBLE TO THE ENVIRONMENT**

Finally, the Group also commits to playing its part in environmental efforts.

We at AmBank Group emphasise being environmentally responsible in reducing waste by recycling paper, using electronic communications instead of hard copy printouts and all our main buildings have been designated as ‘No Smoking’ zones.

Furthermore, AmBank Group has been sponsoring Zoo Negara’s Dromedary camels for over 25 years now, and plans are in the way to extend this sponsorship so that the wellbeing of the camels will be sustained in the future, in order for future generations to enjoy this unique animal.

Acknowledging its wide influence in Malaysian society, giving back to society is one of AmBank Group’s top priorities. For the Group, the payoff is not merely seeing the fruits of its labour, but ensuring that it continues to be a community-minded employer that its staff are proud to be a part of.

For career opportunities with AmBank Group, visit ambankgroup.com/amcareer

Tan Sri Azman Hashim, Chairman, AmBank Group (front row, right) and Jeff Pereira, Chief Executive Officer, MyKasih Foundation (back row, left) with senior management of AmBank Group assisting an AmBank-MyKasih Community Programme launch event in Putrajaya, occurring on June 13, 2013.
DO YOU FALL INTO THE TRAP OF FALLACIES?
HOW TO SPOT LEAKY ARGUMENTS

By LILY CHEAH
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OGIC. As field of study, the topic is polarising. Either you like it or you sneer at the thought of it. But logic plays a big part in our everyday lives as we digest information we are bombarded with.

Often, illogical arguments manifest in responses like “This doesn’t make sense” or “How is this relevant?” accompanied by an internal unease.

But there are occasions too where we don’t recognise the flaws of an argument, or even make illogical arguments ourselves. These arguments, which are seemingly persuasive on the surface, but are illogical once you take a closer look, are called “fallacies”. Arguments can be fallacious for a couple of reasons:

1. They rely on a false premise
   So take a statement like the follow-ing: “Everyone in this company is happy, so if you’re looking for job where you will be happy, this is the right place”. If it’s not true to begin with that every employee in the company is happy, then the argument is unsound for the reason that it relies on a false premise.

2. The premise of the argument does not imply the conclusion
   An example is: “They use a lot of colour on their walls. That is why the culture is so good in that company.” “Everyone is doing this now, so we should do it too” is a more subtle example.

   The use of colour doesn’t necessarily imply a good culture, nor does the fact that everyone is doing something make it a good choice. The premise of these arguments do not imply the conclusion.

There are two main categories of fallacies: fallacies of ambiguity and fallacies of relevance. This article dives into some examples of the latter category, in the hopes that we don’t fall for arguments that commit the fallacy of relevance and that we ourselves avoid these mistakes when we form our own arguments.

COMMITTING THE FALLOACY OF RELEVANCE?

An argument commits a fallacy of relevance when the premise of an argument is not relevant to the conclusion. We may be surprised how often these mistakes are made in workplace communication.

Digging into Irving M. Copi and Carl Cohen’s Introduction to Logic, here are six fallacies of relevance that we may spot around the workplace:

1. The argument from ignorance
   An argument in this category assumes, in Copi and Cohen’s words, that a “proposition is true simply on the basis that it has not been proved false, or that it is false because it has not been proved true.”

   “I don’t think this is a good idea because no other company has attempted it.” This is an example of an argument from ignorance.

   Simply because something hasn’t been done before does not mean that it is a bad idea. Yet how often have we heard this in meetings when a new idea is offered?

   The only context where an argument from ignorance is appropriate is in the case of criminal convictions. It would be so grave to convict an innocent person that an accused will be presumed innocent until it can be proven beyond reasonable doubt that he/she is guilty.

2. The argument ad hominem (circumstantial)
   Here, a person draws attention to the circumstances of the person making a claim even though it has no relevance to the truth of the claim.

   “Why should we believe Raj? Of course he’ll agree with Lim’s proposal. They’re in the same team!” is an example in the work context. The fact that Raj and Lim are in the same team has no relevance to the strength of Raj’s claim.

3. The appeal to emotion
   An argument that appeals to emotion can be very effective at soliciting a positive response from listeners.

   Here a claim is made in a way that seeks to provoke emotion, whether this is enthusiasm, excitement, anger or hate.

   Classic examples include advertisements that rely on convincing consumers about the strength of a product by reason that it is “new” or “sexy” or “popular.”

   “Everyone is trying this open concept style for their offices. It’s the new thing. We should try it too!” Statements of this kind rely on emotion rather than sound logic to make their point.

4. The appeal to pity
   The appeal to pity is a specific case of “the appeal to emotion”, where a person appeals to the mercy of the listener.

   Copi and Cohen give a great example:

   “The argument is indicted in the story of the trial of a youth accused of the murder of his mother and father with an ax. Confronted with overwhelming proof of his guilt, he pleaded leniency on the grounds that he was an orphan.”

   Employees looking to ask for a pay rise may fall into this trap: “Boss, I really need a pay rise. My current pay is barely enough to provide for my children’s education. And my mother’s health isn’t very good and she needs regular treatment, which is very expensive.”

   While this argument definitely conjures pity, it isn’t a good argument as to why the employee deserves a pay rise.

5. The appeal to force
   When a person appeals to force, they rely on the threat of force to make people behave a certain way. It’s the “do it because I say so, or else…” method.

   Introduction to Logic explains about a time when the Attorney-General in the Reagan administration was under strong attack by the press for misconduct.

   Howard Baker, White House chief of staff in 1988 opened a staff meeting by saying: “The President continues to have confidence in the Attorney-General and I have confidence in the Attorney-General and you ought to have confidence in the Attorney-General, because we work for the President and because that’s the way things are. And if anyone has a different view of that, or any different motive, ambition, or intention, he can tell me about it because we’re going to have to discuss your status.”

   In an argument that appeals to force, there is no reason. While the audience will comply, this is due to the threat of force and not because they accept the truth of the statement.

   “Don’t question what I say. Just follow, or else we’ll eat this team.” is the attitude.

6. Irrelevant conclusion
   When the premise of an argument doesn’t support the conclusion, it makes the mistake of drawing an irrelevant conclusion, even if it sounds logical at first.

   Telling a company that they must approve a proposal because the company really needs help is one example. Just because the company needs help does not mean that the only solution is to accept this proposal.

   “They are a very important client, and that’s why we need to throw them this big thank you party” is another instance to demonstrate the large leap the listener must take from premise to conclusion.

   Here’s another example from Copi and Cohen: “An attorney is always free to consult law books. And a physician often looks up cases in medical texts. Everyone should be allowed a similar freedom of reference. So students should be permitted to use their textbooks during examinations.”

   We make arguments everyday in the attempt to persuade others to see things our way. In order to influence, our arguments must be sound. Watch for these six mistakes when communicating, and careful not to fall for arguments that commit the fallacy of relevance.

   Fallacies can be both intentional and unintentional in our communications, and we should take care to assess claims for what they really are.
By JOHN WALTER BAYBAY
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A previous article called Leadership in the Millennial Age of Execution, I wrote that the era of the 80s and 90s visionary leaders has started to ebb away. Leaders of the era such as Jack Welch are long seen to fade away as he should from succession plans. It’s true that the public is often looking for a venerated character who they can latch on to. This has always been the paradigm of leadership. We see it in Hollywood and we see them in reality shows. In alien movies, the leader takes the sole responsibility for speaking and deciding for the rest of humanity, sometimes in very sacrificial scenarios. The funny thing is that they never seem to land in Russia, China or India!

We’ve dosed the characters of Jack Welch, Tan Sri Tony Fernandes and even Donald Trump! What will happen when they’re gone? Have you ever considered that the closest thing that you have as a leader is your immediate boss? If you haven’t figured that out yet, then “You’re fired!”

Apple’s Tim Cook, being the competent manager he is, has never risen to the same levels of visionary charisma as Steve Jobs. He is just a different person. That does not mean that he is an insufficient leader. There seems to be a notion that managers are different from leaders, but the truth of the matter is that leaders are more accessible than you think. We simply have to change our notions on what they are supposed to look like.

Yes, if your boss has the power to fire you, he is your leader. What about the man or woman tasked to lead a project, is he not a leader as well? Of course he is! According to John Maxwell, Leadership is influence, no more, no less. This influence extends far beyond the realms of ethics, morality and principles. In a previous article I mentioned leaders must use their influence to garner resources (money, physical assets and human resources) to get the job done. Many times, you do not have to go as far as the chief executive officer to be able make things move. Apart from romantic notions, leaders have their more accessible and practical uses. This is the supply side of leadership. On the demand side, we must appreciate that our expectations of leadership has a strong human perspective. Leaders and the people they lead are humans. While this may be stating the obvious, we need to realise that emotions define the human experience and so affects the way we look at our leaders and the way we latch on to them.

In John Fleming and Jim Asplund’s book Human Sigma, they define a customer and brand experience essentially as an emotional experience with progressive levels of engagement called the “Four Dimensions of Emotional Attachment.”

While the mental model was used in relation to employee and customer engagement, the same is true in the ways we look at leaders. Leaders also need to look at their employees as internal customers and ultimately, consumers of their leadership. The model progresses from Confidence, Integrity, Pride and Passion under the following description with some paraphrasing for our example.

1. CONFIDENCE: Always delivers on promise. Name I can trust.
2. INTEGRITY: Fair resolution to any problems. Always treats me fairly.
3. PRIDE: Treats me with respect. I feel proud to be a customer or employee.
4. PASSION: I can’t imagine a world without this perfect company for people like me.

With the above example we can see how these human dimensions can frame an emotional perception of brands and even our leaders. Developing a leadership brand can be drawn along the same progression from Confidence to Passion. With this framework, it is not difficult to understand how some leaders have such strong levels of following. This can only be attributed to the progressing levels of emotional engagement and attachment.

Conversely, we can also see that a failure to engage employees as a leader, can lead to stale or waning influence over behaviour. Behaviour determines your team’s output and effectiveness. Employees and their emotions cannot be managed exclusively from each other. We work in a human environment with behaviours that are driven for the most part by emotion.

There is more to charismatic leadership than what meets the eye. Do you have a leadership brand that your employees or teammates can trust? Are they confident in your leadership approach? Are you delivering consistently on your promise as a leader? Use the Human Sigma as a model and take it step by step.

To learn more about these frameworks, feel free to follow and tweet message @JohnSBaybay or email people@leaderonomics.com

By HYMA PILLAY
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SMR Group brings you the Asia HRD Congress 2014 from June 9 to June 10 in Kuala Lumpur, on “HR Game Changers for Organisational Transformation”. This year’s line-up of speakers includes Dr Marshall Goldsmith, one of the top 10 Most Influential Business Thinkers in the World and the top-ranked executive coach at the 2013 biennial Thinkers 50 ceremony in London and best-selling author of What Got You Here, Won’t Get You There. Goldsmith will be facilitating the Masterclass Workshop on “Helping Successful Leaders Get Even Better: Developing Ourselves, Our People and Our Team”, targeting C-Level leaders, senior management and leadership development professionals who are looking to learn from top thought leaders and delivering the keynote speech “Engaging Ourselves and Creating Our Lives”.

The conference also features other exceptional speakers such as: Datuk Mohd Khalis Abdul Rahim, chief human capital officer, Telekom Malaysia Lorraine Hahn, former CNN and CNBC presenter Jun Maria Tan Abdullah, general manager, human resources and administration, LeapEd Services Sdn Bhd Shankar Nagalingam, human resources director, South Asia and ANZ, Dell Shahid Masli, former UK government minister and member of Parliament Tan Sri Amar Mohd Monshid, Sarawak state secretary Roshan Thiran, founder and CEO of Leaderonomics

The speakers will address areas where human resources (HR) can make a huge difference in strategy, leadership and human capital development. The Congress will cover these main learning tracks, namely:

1. STRATEGISING HR — Dealing with strategic issues such as developing leadership capability within the organisation and understanding the talent and competency needs of the entire organisation with a long-term outlook.
2. LEADING HUMAN CAPITAL — Examining evolving HR practices on flexible organisational structures, communications mechanisms, team building, and performance assessment reward strategies.
3. DEVELOPING HUMAN CAPITAL — The latest in interactive HR development in the form of mentoring, coaching, and learner-oriented classroom techniques, and also e-learning.

The Asia HRD Congress 2014 will be held at the Shangri-La Hotel Kuala Lumpur. For more information on the congress, visit hrdcongress.com

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DIMENSION #1: TRUSTWORTHINESS

What kind of leader is one who meets the things he or she has agreed to do at the agreed upon time? The kind of leader who gives us hope that the sacrifice of our time, energy, or money will lead to a worthwhile outcome.

Honesty as noted earlier, has been shown by research to be a crucial trait for trust in leaders, and it is a leader’s perceived honesty that determines his or her trustworthiness. Distrust and suspicion about the leader’s ethics can quickly turn the organization into a silent battlefield. Followers will have little reason to trust a common thief. The resulting impact on followers’ loyalty is clear from Kouzes and Posner’s research.

Trust is an essential ingredient for the cooperation necessary to achieve organizational goals. When managers are perceived to be trustworthy, people are more likely to be open in their communications, and to enter into effective cooperation with others.

Strategies for Improving on this Dimension

1. Building visible connections

Who are your managers? What kind of leader are they? Your managers and leaders are your role models and teachers. What kind of character traits do they possess? What are the values you admire in them? What are the values you want to emulate?

2. Gaining knowledge through outstanding performance

Leadership is not just about the technical knowledge, but also about the interpersonal knowledge. Leadership is about the ability to understand the complex situations and the uncertainty that we face in our daily life. Leaders must be able to make decisions under uncertainty, to act even when there is no clear path, and to take calculated risks.

3. Competence

Dynamism refers to the chain that binds followers to their leaders. It is about the leader’s ability to inspire and motivate followers. The leader’s charisma, vision, and strategic thinking are key elements of dynamism.

4. Dimension #3: Competence

Competence is the leader’s reputation for performance. People want to follow those who are most likely to lead them to victory. Familiarity with the work of other leaders and organizations tells followers about the leader’s competence. Competence is a function of the leader’s ability to plan, organize, and execute operations. It is the ability to lead and manage an organization. A leader’s competence is usually evaluated in a competitive market to be credible leaders.

Expertise in technical skills is also crucial for a leader to be seen as competent by employees working in the line or in direct contact with customers.

Strategies for Improving on this Dimension

1. Capitalising on small wins

Small wins can be instrumental in building a successful track record. Instead of tackling big issues head-on, but by accumulating small but successful accomplishments, followers will be more likely to trust their leaders. Leaders should focus on small wins to build trust and credibility.

2. Gaining knowledge through outstanding performance

Leadership requires not just the ability to think, but to act. Leadership is about making decisions under uncertainty, to act even when there is no clear path, and to take calculated risks.

3. Competence

Leadership is about the ability to inspire and motivate followers. The leader’s charisma, vision, and strategic thinking are key elements of dynamism.

4. Dimension #3: Competence

Competence is the leader’s reputation for performance. People want to follow those who are most likely to lead them to victory. Familiarity with the work of other leaders and organizations tells followers about the leader’s competence. Competence is a function of the leader’s ability to plan, organize, and execute operations. It is the ability to lead and manage an organization. A leader’s competence is usually evaluated in a competitive market to be credible leaders.

Expertise in technical skills is also crucial for a leader to be seen as competent by employees working in the line or in direct contact with customers.

Strategies for Improving on this Dimension

1. Capitalising on small wins

Small wins can be instrumental in building a successful track record. Instead of tackling big issues head-on, but by accumulating small but successful accomplishments, followers will be more likely to trust their leaders. Leaders should focus on small wins to build trust and credibility.

2. Gaining knowledge through outstanding performance

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Expertise in technical skills is also crucial for a leader to be seen as competent by employees working in the line or in direct contact with customers.
The art of negotiation is an important element in our day-to-day lives and is not only relevant to businesses or crisis situations, claims Roger Dawson, one of the world’s top expert in the art of negotiating.

“We are negotiating all the time. From the moment you wake up in the morning, I bet you’ve gone through half of the negotiations already. Where should we have breakfast? Which movie should we watch tonight? These involve family negotiations,” offers Dawson during an interview with The Leaderonomics Show.

Being a full-time speaker since 1982 and having trained executives, managers, and salespeople throughout the United States, Canada, Asia and Australia, Dawson was inducted into the Speakers Hall of Fame in 1991. The founder of the Power Negotiating Institute is also the author of 17 books on negotiation and other business topics.

His book, Secret of Power Negotiating was a best seller for 15 years and its third edition has just been published.

**GET A WIN-WIN SITUATION**

Negotiation is not the art of making concessions, but the art of not having to make concessions, says Dawson.

He continues: “If you claim that you do not negotiate because the price of what you sell is fixed or you don’t have a lot of price flexibility in what you’re selling, you need to be a much better negotiator than someone who does.”

Knowing how to negotiate right to a structure win-win negotiation will not only get us what we want, but will also get the party we are negotiating with what he wants, too.

Contrary to the belief that the better negotiator wins and the other loses in a negotiation, Dawson teaches on what he terms as “power negotiating tactics.”

“It is whereby you can get what you want and yet, you have the other person feeling as if he had won in the negotiation,” he elucidates.

This tactic ensures that we become more successful in life, yet be relieved of any pressure and friction. Dawson advises that first and foremost, we should never say yes to the any proposals made at the first instance, as “it would automatically make you think that you could have done better or something must be wrong.”

**ASK FOR MORE**

In addition, he stresses that we should “always ask for more.” Asking for more and reluctantly backing off from that position so that the other person feels as though he had won, is according to Dawson, a powerful tactic in a negotiation.

Dawson expounds that by

1. **“asking for more”:** It makes it a lot easier to get what you really want.
2. **You might just get it.** The only way you can find out is to ask.
3. **It raises the perceived value of your product or service.** Hence, when a salesperson gives a discount from the perceived value of the said product or service, this gives an impression on the potential buyer that he “won” in that negotiation.
4. **It creates a climate where the other person has a “win” with you.** It prevent deadlocks when you deal with an egotistical person. Deadlocks are likely when you’re dealing with someone who is proud of their ability to negotiate and you don’t give them room to win.
5. **In this challenging business environment, nothing affects the bottom-line of a company more than the ability of your people to negotiate well.** Every negotiated dollar contributes towards a bottom-line dollar.

In this challenging business environment, nothing affects the bottom-line of a company more than the ability of your people to negotiate well. Every negotiated dollar contributes towards a bottom-line dollar.

As a matter of fact, all the expenses of your business are going to stay, negotiate or not, Dawson remarks.

On people who are not born to be negotiators, Dawson quips, “There is no such thing as a born negotiator! Birth announcements in the newspaper will never say ‘today, a negotiator was born’. It is a learnt skill and that’s what I have been doing for 29 years.”

What I teach is to be street-smart, so don’t go to college to learn it,” he emphasises.

Dawson shares on how he started out in the real estate industry in California, where he was based in a company which had 28 offices and 540 sales sergeants, by accident.

“I was working for a big departmental store chain in the United States and was constantly transferred around. So, I would buy a house and when I moved, I would buy another and rent the first one out.”

Soon, Dawson had four houses that were rented out. It only occurred to him after 3 years that he was making more money in real estate than working full time in this company. That’s when he decided to be in real estate to have access to good deals and “that’s when things started to change for me.”

Dawson eventually took over the company during a buyout, where the company had US$400m worth of business, 20% of which were falling out.

“In the real estate industry, from the time the buyer and seller signs the contract to the time it actually closes, you lose about 20% of that business formally,” he shares.

“So if I figured if I can teach the people how to negotiate better, we will pick up that extra business.”

Roger and his team successfully cut the $1 million profit margin down to $0.5 million to $0.25 million.

For the chief executive officer, Dawson has this advice to offer: “Train your people in negotiation. It’s a critical contributory factor to the bottom line of the company.”

Dawson offers these essential tips on negotiation:

1. **Don’t be conflict-averse**

Dawson trains a lot of doctors and physicians, and most of them dislike being in the face of arguments due to the need to build long-term relationships with people.

“What they really want is for people to like them. In negotiations, strive to make people respect you, instead of liking you. And they respect you when you have negotiation skills and you stand up for what you believe in.”

2. **Think of negotiation as a ball game**

In a racquet game with an opponent, one would do everything within the rule of the game to win. Analogously in a negotiation, stand up for what you want and equip yourself with the necessary negotiation skills to obtain it, he concludes.

**POWER OF PERSUASION**

**INSIGHTS ON NEGOTIATION WITH ROGER DAWSON**

“Change is use changes value.” says Dawson.

He continues: “If the value of your property goes up gradually because of inflation, a change in the use of that building—taking a house and getting it zoned commercial or converting an apartment into condominiums, would dramatically cause a jump in its value.”

“It’s complicated, it’s not rocket science, although it’s something not taught in high schools or colleges for some reason.”

It was never a consistently smooth ride is this industry, as “you make a lot of money in the good years and lose a lot in bad years.”

But there was no looking back for Dawson, who realised that in real estate, he could make in a month what it took him to earn in a year in the departmental store business.

**“TRAIN YOUR PEOPLE IN NEGOTIATION, IT’S A CRITICAL CONTRIBUTORY FACTOR TO THE BOTTOM-LINE OF THE COMPANY.”**

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By CINDY YAP

mystarjob.com, Saturday 3 May 2014

Roger Dawson’s full interview with The Leaderonomics Show is available on www.leaderonomics.tv
LEADERSHIP AND THE CIRCLE OF SAFETY

REAL LEADERS PUT THEMSELVES LAST

By IMRAN HASHIM
imran.hashim@leaderonomics.com

I f you’ve watched the wildly famous TED talk by leader- ship expert Simon Sinek, you’ll immediately understand that leadership is not exactly rocket science. It is fundamentally simple, as illustrated by Sinek’s concept of the Golden Circle.

In his latest book, Leaders Eat Last, Sinek puts forward the idea that real leaders put themselves last and are willing to sacrifice themselves for the sake of others.

They create an environment where people feel safe – what he calls the “Circle of Safety”.

The principle was inspired by leader- ship dynamics in the Marine Corps, where Sinek observes that higher ranked officers eat last. This is in stark contrast to what is usually seen in cor- porate leadership.

While Sinek acknowledges that what he is offering in the book is not something new, he has certainly put a fresh perspective to what has been around for decades.

Here are three key takeaways from Simon Sinek’s Leaders Eat Last:

1 Exceptional organisations have cultures in which the leaders provide care from above and the people on the ground look out for each other.

During one of his trips with the Marines Corps, Sinek recalls a par- ticularly harrowing situation in Afghanistan. Trapped in a dangerous spot, he experienced the true meaning of leadership and service.

A pilot provided cover for troops under fire, exposing himself to life threatening (his plane was under- equipped with outdated tech). He acted bravely, giving others with no expectation of anything in return.

Why would anyone do such a thing?

When asked the pilot, the question, pilot answered, “because they would’ve done it for me.”

Real leaders minimise or take away distractions so that the team can per- form well, Sinek offers.

This approach is also evident in other fields – world class football coach Jose Mourinho is one such example.

No matter where he goes, the “Special One” can always outperform his predecessors. Sure, he is not one without controversy.

Yet, he absorbs all the heat with his unorthodox yet tactful manner in dealing with the media circus, all in the best interests of his team so that they can focus on what they do best; playing top level football.

In return, the team produces out- standing results on the field. It’s a win- win situation for everyone.

Teams perform best when in a Circle of Safety and interestingly, the incredible act of selflessness is inher- ent in all human beings.

According to Sinek, we all have the capacity to do things for others. In the book, he looks into fundamental biol- ogy and explains how our body sys- tems, specifically hormones, actually help us to do this.

Endorphins, for example, mask physical pain. They allow us to endure, critical in ensuring survival of human- ity. It has worked for millions of years over many civilisations.

Dopamine, a goal setting mecha- nism propels us to achieve a target. Since human beings are visual ani- mals, it gives us a sense of achieve- ment when a vision can be framed and become reality.

Serotonin is the leadership chemi- cal. It triggers the sense of pride and belonging, and pushes us to be a part of something and have a purpose. The best chemical of all according to Sinek? Oxytocin – the hormone responsible for love, trust, and every- thing nice.

This is why individuals experience warmth when they have leaders who care, who spend time with employees, and who freely give time and energy out of genuine generosity.

2 Leaders of great organisations do not see people as a commodity to be managed to help grow their bottom line.

Sinek points out that the mental- ity of maximising shareholders value, a movement that began in the late 1970s to overcome geopolitical problems [Arab oil embargo, Vietnam War, stock market crash] has been at the expense of general wellbeing.

It explains the widening gap in wealth and equality in modern day corporates.

It was an era where corporate chief executive officers were paid outlandish amounts of money for generating huge shareholder returns from company stock price. Small wonder why there are so many people who gun for elite status.

However, the problem with focus- ing on profit before people is that profit can only last so long. Leaders need to truly embrace the value of people and not merely see them as a commodity.

In Sinek’s words, a leader’s legacy is measured by the strength of the foun- dation they leave behind for others to continue to advance the organisation.

If a leader leaves and takes away the people they serve, it gives us a sense of achieve- ment when a vision can be framed and become reality.

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3 Leaders of organisations who rise through the ranks not because they want it, but because the tribe keeps offering higher status out of gratitude for their willingness to sacrifice, are the true leaders worthy of our trust and loyalty.

Leadership is not a race. It is not competition with winners or losers. To lead is to serve, emphasises Sinek.

He cites the US Congress as an example of an entity that has moved in the wrong direction. Congress has moved from a system of cooperation, bipartisan of some sort in the 1990s, to complete power hoarding among congressmen today. It has become a battle of wills, always locking horns instead of acting in the interest of their constituents.

Even more shocking is they have a “model schedule”, a recommendation for working hours in the Capitol. There is now too much time allocat- ed for fundraising instead of building meaningful relationships and working for progress. No wonder there is a deep mistrust in political officials.

In contrast, Sinek explains that the Marines adopt what they call “eyeball leadership”, spending time with the people they serve.

As social animals we are most pro- ducive when we trust and cooperate. We look out for each other and we trust the leader to take care of the tribe. When leaders create a Circle of Safety, the entire group is running at full potential.

The power of cooper- ation cannot be underes- timated, especially in business.

Granted, everything that Sinek writes in his book is not entirely new or groundbreaking. His astute obser- vation of human beings however, is mostly honest and spot on.

The root of many problems we observe in organisations can be traced back to basic biology. The hormones that make us strive, if unbalanced, can cause addiction to performance and alpha-status, and can come at a significant cost.

Recognising this is only the first step. The critical part for leaders to actually commit to helping others and “eat last”. In doing so, they create a Circle of Safety, which is an environ- ment of trust, respect and cooperation where their team can thrive.

Leaders Eat Last by Simon Sinek is distributed by Penguin Books and is available at all leading bookstores. I mran Hashim is a talent accelera- tion manager with Leaderonomics. He believes that in order to cope with high demands of modern life, a strong collaborative approach is absolutely the way. He hopes that everyone will look after one another and be good to each other, just the way our default biology is wired. To learn more about Leaderonomics, email people@ leaderonomics.com
ARE WOMEN LESS CREDIBLE AS LEADERS?

By Victor S. L. Tan

Leadership is often defined as the ability to influence others to do things to achieve a common goal. Credibility is the belief and trust people have in a leader that enables a leader to be influential.

In essence, to assess the leadership of women, in this article, we will look at the factors that make women leaders credible and those that may reduce their credibility.

CREDIBLE FACTORS

In a study done by Jack Zenger and Joseph Folkman in 2011 where 7,280 leaders had their leadership evaluated by peers, their bosses, direct reports and other associates based on 16 leadership competencies, it was found that women excelled in the majority of areas.

They pointed out that two of the scores where women are rated highest compared to men – taking initiative and driving for results – had long been assumed to be men’s stronghold. What’s more interesting is that of all these 16 competencies, overall, women scored higher in everyone of them except in the area of strategy (“develops strategic perspective”).

Another study in 2011 by Catalyst, a US non-profit company, points out a difference of 26% in return on invested capital between the top-quartile companies with 3% to 44% women board representation and the bottom quartile companies with no women directors.

In yet another research in 2008 by Pew Research Social and Demographic Trends, it was found out of the top eight leadership traits in order of importance surveyed, women out-scored men in four of the traits, namely, honesty, intelligence, compassion and creativity.

Men only scored higher in decisiveness, whereas in the leadership traits of “hardworking” and “ambitious”, both men and women scored equally.

Hence based on these actual surveys conducted and many more that are not included here, it is convincing that women are no less credible as leaders as compared to men.

In fact, the survey results show in many areas women are in fact better leaders and hence more credible than men.

With the advent of Gen-Y and the new work-force inclination towards a more open, nurturing and creative workplace, it is no surprise that many survey results point to women’s traits and leadership styles which are more aligned to such values and hence will make them more credible leaders in today’s environment.

Studies have shown that women are naturally better listeners, warmer and better at building relationships and more collaborative.

The workplace and work values have changed. Men need to change from their bias towards “command and control” or ”take charge” modes to a more open, nurturing and creative leadership approach, women will continue to be viewed as even more “credible” than men as shown by these surveys.

LESS CREDIBLE FACTORS

Having looked at those areas where women are seen as more credible as leaders than men, let’s now focus on those factors that make women less credible. Some of these factors come from the women themselves.

Sheryl Sandberg, author of Lean in, who is also the current chief operations officer of Facebook, points out that women sabotage themselves. She writes in her book, “We hold ourselves back in ways both big and small, by lacking self-confidence, by not raising our hands, and by pulling back when we should be leaning in.”

There are factors that certainly hold women back in their careers. For example, many women may not take a more proactive and assertive role to seek out opportunities for higher positions as they may view that they need not be as ambitious as men as they are not breadwinners in the family.

Many women think that work-life balance is more applicable to them than men, after all, since they traditionally take the bigger share of domestic chores including giving birth and taking care of children.

With regard to self-sabotage, a good illustration is given in Sandberg’s book, where she tells the story of a keynote speaker, Peggy McIntosh, from the Wellesley Centre for Women, giving a talk called “Feeling Like a Fraud.”

In it, McIntosh explains that many women feel fraudulent when they are praised for their accomplishments. Instead of feeling worthy of accomplishment, they feel undeserving and guilty, as if a mistake has been made.

It is this kind of attitude that women themselves have that make them their own worst enemies and hence making them appear less credible as leaders or potential leaders for higher positions.

Of course, there are other areas women should look out for so that extremity does not dominate their behaviour. For example, survey statistics have also shown that while women are rated higher in empathy and compassionate, and these characteristics per se do not affect the credibility of women, if exhibited out of proportion, they might begin to diminish their professionalism and hence affect their leadership credibility.

In addition, there are other behaviours that women have that can affect their credibility as leaders. While it is quite acceptable to use some natural charm exhibited through femininity, there are certain behaviours which will tarnish their image as leaders.

For example, a woman’s overt flirting with excessive use of feminine charm might be interpreted by others as using “unfair advantage” to win others over. This will dilute the regard people have of her as a leader. Of course, a woman’s dressing with too much exposure portraying a “sexy” image would also compromise her professionalism.

In my consulting work having trained over 500,000 leaders and executives where about half of them are women, I have observed some other self-defeating behaviours which can affect the credibility of women. Here are some of these behaviours:

Over-accepting gender difference to win sympathy

Trying too hard to be like men – for example emulating a very hard handshake

Running down the leadership ability of their own gender

Becoming too personal when professionalism is called for

Acting “girlish” when under stress, for example, stroking hair or playing with jewellery

Clocking up too much downtime to do domestic things

While women can develop competencies equal to men, they have the advantage of the “softer characteristics” that are aligned to the desired work culture of the new generation which calls for a warmer, friendlier and more caring workplace.

Whether in reality, women can edge over men in leading future generations will certainly depend on whether they are leveraging on all the “credible factors” that are already inherent in them or they are overcome by “less credible factors” because of their own doing.

Truly women will be no less credible leaders if they practice a healthy blend of “masculine” and “feminine” behavioural styles, meaning they are courageous enough to be direct, authoritative and objective, and at the same time, they know when to be more nurturing, open and empathetic when the situation calls for it.

The top 16 competencies top leaders exemplify most

<table>
<thead>
<tr>
<th>Competency</th>
<th>Male mean percentile</th>
<th>Female mean percentile</th>
<th>T-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes initiative</td>
<td>48</td>
<td>56</td>
<td>-11.58</td>
</tr>
<tr>
<td>Practices self-development</td>
<td>48</td>
<td>55</td>
<td>-9.45</td>
</tr>
<tr>
<td>Displays high integrity and honesty</td>
<td>48</td>
<td>55</td>
<td>-9.28</td>
</tr>
<tr>
<td>Drives for results</td>
<td>48</td>
<td>54</td>
<td>-8.84</td>
</tr>
<tr>
<td>Develops others</td>
<td>48</td>
<td>54</td>
<td>-7.94</td>
</tr>
<tr>
<td>Inspires and motivates others</td>
<td>49</td>
<td>54</td>
<td>-7.53</td>
</tr>
<tr>
<td>Builds relationships</td>
<td>49</td>
<td>54</td>
<td>-7.15</td>
</tr>
<tr>
<td>Collaboration and teamwork</td>
<td>49</td>
<td>53</td>
<td>-6.14</td>
</tr>
<tr>
<td>Establishes stretch goals</td>
<td>49</td>
<td>53</td>
<td>-5.40</td>
</tr>
<tr>
<td>Champions change</td>
<td>49</td>
<td>53</td>
<td>-4.48</td>
</tr>
<tr>
<td>Solves problems and analyses issues</td>
<td>50</td>
<td>52</td>
<td>-2.53</td>
</tr>
<tr>
<td>Communicates powerfully and prolifically</td>
<td>50</td>
<td>52</td>
<td>-2.47</td>
</tr>
<tr>
<td>Connects the group to the outside world</td>
<td>50</td>
<td>51</td>
<td>-0.78</td>
</tr>
<tr>
<td>Innovates or professional expertise</td>
<td>50</td>
<td>51</td>
<td>-0.11</td>
</tr>
<tr>
<td>Develops strategic perspective</td>
<td>51</td>
<td>49</td>
<td>-2.79</td>
</tr>
</tbody>
</table>

SPEAK AND BE HEARD
HOW TO ENSURE YOUR MESSAGE GETS ACROSS

By ALVIN DAN
alvin.dan@leaderonomics.com

Why won’t you listen to what I have to say? I can’t even remember how many times I’ve had this thought go through my mind when I was trying to say something important. Yet I found myself in the same situation over and over again, until I realised that I was only aiming to speak my mind, and not aiming to be heard by people.

Of course this is a process that is learned through time. My hope is that young readers will be able to learn something from this, and move from just “talking” to “being heard” in no time.

As a leader, speaking is inevitable. Speaking to our usual followers is “speaking” to “being heard” in no time. Young readers will be able to learn what they are interested in, then hit the beach to find the whale. They may seem like simple things, but the effect it produces when you’re delivering a speech is immense. And while you are learning the language, also look for things that are a norm in their culture, like their food, drink or certain traditions. My personal rule is, the more personal you talk, the more care is needed to engage who you’re talking to.

KNOW YOUR AUDIENCE

The first rule of engagement is to always know who you’re talking to, because the key to being heard is to know who is listening, and that is almost half the battle won.

Tailor what you want to say according to what they are interested in, then hit off from there. There’s a saying that goes, “say something to someone who may or may not have done one as untrustworthy, or like a person trying to sell you a product.”

KNOW HOW TO SAY IT

According to an article by Meredith Melnick, called Want To Be Heard? Try Changing the Way You Talk, besides just knowing who you’re talking to, and what you’re talking about, there’s also certain things to take note about how we talk. A good speaker knows the speed at which he needs to speak to help others catch what he is saying. Three-and-a-half words per second is ideal. Someone who speaks too quickly can be seen as untrustworthy, or like a person with another agenda, or like a person trying to sell you a product.

Melnick also adds that those who speak perfectly fluently tend to turn listeners off, as they are perceived to be reading from a paper and not engaging with people, while those who pause in between speeches and have “um’s” or “uh’s” are more believable to listeners.

FOCUS, FOCUS, FOCUS

Something to also think about when we speak is to make sure that people are able to receive the message with minimal distractions. Because even if what you’re saying is credible, a person that is distracted won’t be able to hear you clearly, or even if they do, the message may not get across.

Most of you would have played this game at least once in your life, where someone will whisper a sentence to one person, and the message gets passed on, and the last person in that group would have to tell the whole team what they heard.

The sentence could start as “Billy went to the beach to find the whale,” and would probably end up as “Will he went to reach fine will,” and the whole team would of course have a good laugh about it.

You would have to start over from square one.

Evidence of you not being credible, and capabilities as a speaker is to put ourselves forward and take up opportunities as a speaker in events, or a key person in client meetings.

This sink or swim mentality can be stressful, but those who take up the challenge, with some mistakes along the way, will find their confidence and credibility being boosted exponentially.

Leaders also need not despise small opportunities, because sometimes these can be blessings in disguise.

We get to build up our confidence under lesser pressure, and when build trust with people because we performed well in that, they would definitely be willing to recommend us to speak to larger crowds.

By then, we would already have built up a certain level of confidence and credibility to talk to a larger crowd, and that would open up more opportunities to speak elsewhere.

To sum it all up, credibility is a long-term process, and similarly to trust, all it takes is one instance where there is evidence of you not being credible, and you would have to start over from square one.

Therefore, as a leader you must always remember that our person is the embodiment of the message that we’re sharing. Our character, our knowledge about the product or the topic, our personal experience and our values, all these come into play in building our personal credibility.

When all these come into alignment every time we are given the opportunity to speak, then an increase in our credibility would only be natural.

Alvin Dan is part of the youth division of Leaderonomics, and is passionate about helping youth understand their own potential and purpose. He develops young leaders through a series of camps known as DODE. If you are interested in developing yourself as a leader, you can email him at alvin.dan@leaderonomics.com or visit eleaderonomics.org/youth/diode-leadership-camps/
WHAT IS THE COST OF EMPLOYEE TURNOVER?

TOPIC OF THE WEEK

ANG HUI MING
Co-founder and human resource director, Leaderonomics

When there is employee turnover, there are always costs associated with it. Here are some of them:

i) Measurable Costs:
- Direct costs that are incurred when an employee leaves and needs to be replaced. These include:
  a) Recruitment costs (job posting, advertising, recruitment costs, interview cost, headhunting, background checks)
  b) Onboarding costs (orientation and formal retraining costs)
  c) Possible higher salary cost or replacement costs

ii) Indirectly Measurable Costs:
- Costs that are incurred which require some estimation as they are not directly "cash" or have direct costs, but also in other intangible organisations. Not just in terms of hard, a significant negative impact on an organisation to move into different roles. Allowing for job rotations and internal promotions is healthy for an organisation.

iii) Subjectively measurable costs:
- Costs that are hard to quantify, but is a genuine felt loss to an organisation and its team:
  a) Lost knowledge and expertise
  b) Lower productivity or downtime incurred while position is still vacant
  c) Probability of errors for newcomer

d) Lost relationships within the organisation and also with external parties (customers, vendors, associates, partners)

e) Disturbed culture and team dynamics

However, we cannot only see the costs in every situation. There is also the benefit of employee turnover, which should not be forgotten. For example:

- Opportunity for new talent to join the organisation. This can bring about fresh ideas, new energy and different perspectives or best practices that is not common in the organisation.
- The lifting of corporate ceilings. When there is turnover, there is opportunity for employees in the organisation to move into different roles. Allowing for job rotations and internal promotions is healthy for an organisation.
- Rejuvenation of the organisation and existing employees if the turnover is intentional to remove low productivity employees, troublemakers or people who might change that is needed to move the organisation forward.

Whatever the reason for employee turnover, there will be cost incurred. It is important to do one’s best to retain good employees, and to have the courage to also know when it is necessary to have some employee turnover.

SURIAHNI ABDUL HAMID
HR advisor for industry partnerships division TalentCorp

Cost of turnover? This is one question that HR professionals constantly face, but a pretty difficult subject to explain to managers who keep losing good talent.

I must admit, I’m not a “numbers” person. What we typically hear is that it will cost the company at least five times the cost of the employee that we lose, which includes the cost of hiring and training of new employees.

To better understand the extent of cost of turnover, let’s ask a different question instead, i.e. what can we gain from not losing good talent?

A few key factors that impacts employee retention are:

- Knowledge of the direction of the company, clarity of roles and responsibilities, acquiring the learning for oneself professionally and personally, getting exposure in relevant platforms within the company and externally, experiencing the different dynamics of the company and seeing the rewards and recognitions of one’s contribution.

All these factors, when implemented well, do take lots of time, energy, money and creativity. Can we easily put a ringgit sign on all of these? I suppose we can try. However, how do we quantify the tacit knowledge that our talents accumulate over the years, or what will it take to grow an expert in a company?

When we lose good talent, they bring with them skills, knowledge and networks. There’s no guarantee that new employees can do better than the ones who left the company. It looks like we can gain so much more by retaining good talents.

Given all that we know now, how can we be better at spotting good talents and how can we provide them with relevant development interventions that will enable them to not only contribute to the company but also feel engaged and proud to be with the company?

Perhaps, with this, we have lesser chance to ask, “What’s the cost of turnover?” in the future.

LEE SOO FERN
Malaysia talent leader Ernst & Young

The loss of employees, particularly the brightest and best talents, can have a significant negative impact on an organisation, not just in terms of hard, direct costs, but also in other intangible ways.

When you lose an employee, you have to begin the process of hiring and training a new person to fill the vacancy. The direct costs involved to replace the person include advertising, recruiting, hiring and training the new employee.

But there are also indirect costs, which are largely hidden, but potentially much higher in comparison. They include opportunity costs, lowered or lost productivity, lost knowledge and skills, diminished morale amongst remaining employees and compromise in quality. Most organisations do not necessarily quantify and monitor such indirect costs and as such, are not able to gauge the real impact of employee turnover to their bottom line.

It is rare today for employees to remain with one or two employers throughout their entire careers. Employees are likely to move to a number of different opportunities in their employment lifetime. As such, employers will need to work hard to attract and retain their best talents who can impact positively on their businesses and bottom lines.

This may mean reviewing and changing workplace policies and benefits like implementing workplace flexibility, addressing employee engagement, tailoring development and career paths for individual employees. In the long run, the investment to make an organisation a great place to work may not seem so significant when compared to the returns in the form of engaged, loyal employees who will contribute positively to the organisation.