GLOBAL TALENT
CREATING, COMPLEMENTING AND ENRICHING A SKILLED WORKFORCE
PAGES 6–7
THE WORLD IS THEIR PALETTE

The phrase “war for talent” was coined way back in 1997 and later the subject of a book published in 2001 by Ed Michaels. While the focus there had been on the management of human capital as a strategic business imperative and driver of performance for companies, the evolution of multinationals and increased mobility of labour urges us to view this “war” through a much wider lens.

In this week’s issue, we look at how companies invest in people through their global talent strategies. More importantly, we look at how varying the tools at their disposal and dismantling (previously assumed) immovable barriers, have allowed foreign and homegrown multinationals alike to create, motivate and retain a skilled workforce. In turn, this has dramatically enhanced the ability of Malaysia to move up the value chain.

Based on a recent study on skilled immigration, Harvard Business School associate professor William Kerr found that increased employment of young skilled immigrants impacts the structure of high-tech companies in the United States in several ways.

For one, the overall employment of skilled workers in the firm is raised, and Kerr attributes it to the fact that introducing skilled talent allows the firm to expand its rate of innovation and the number of products it creates, thereby creating new skilled jobs across the board, including supporting functions.

With the world as their palette, multinational companies are teaming up people from as far as the red plains of Kenya, to the aquamarine of an offshore rig in Malaysia to the cherry blossom pink of Japan.

Let's get carried away (further), and reveal my penchant for targets. In more than one example, expats and their families, as well as any of us, people looking for job satisfaction, fulfill their passion and opportunity rather than work for work. We're on the lookout for the next generation of employees.

So sit back and take a trip with us this week, as you navigate our pages and the lives of many who have contributed to Malaysia by building their people, building world-class teams, and last but not least, building an environment that facilitates the mutual benefit enjoyed by local and global talent in Malaysia.

Have a fantastic weekend all.

KAREN NEOH
Editor
leaderonomics.com

PARABLE OF THE TALENTS

By LIM LAY HSUAN
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There goes a story about two men who were given two talents and one talent respectively. The first man immediately put his two talents to work and successfully gained two more. The second man hid the talent in the ground and it never grew.

What is the correlation between the parable of the talents and talent management in the corporate environment today?

Well, the ability of organisations to manage their global talent efficiently will mark the difference between success and failure.

The upcoming trend regarding talent management is managing global talent mobility. As reputable companies work to align their global mobility plans closely with talent management, the aim is to respond with greater agility as businesses continue to shift.

Moving forward, the strategies below are things business leaders ought to consider:

1. RETAIN THE BEST

In the future, it is likely that talent in their organisation will come from internal promotions. The challenge is how to convince organisations to take a longer-term view of investment in talent mobility.

The opinions expressed in this career guide are those of the writers or the people they quoted and not necessarily those of Leaderonomics.

“…the evolution of senior leadership teams is going to continue. I think people will have to be more global in their perspective. They will have to understand the interconnectedness around the world. That’s going to be a very important element.” — F. William Michabbb III

“The demographic changes that we see occurring in many of the regions where we operate – shrinking populations, an ageing workforce and diversifying demographics – compound the challenges we face and intensify the war for talent.” — Dr Rüdiger Grube

“It’s therefore important for companies to link business strategy to talent development needs. In this way, companies are able to focus its resources on developing the competencies that will enable effective execution of its key strategic objectives.” — Yongling Sun

“We are entering the era of unparalleled talent scarcity, which, if left unaddressed, will put a brake on economic growth around the world, and will fundamentally change the way we approach workforce challenges.” — Jean Charest
The year was 2012 and IBM Malaysia was poised for success. The world was hungry for global talent and companies were competing for skilled workers. IBM Malaysia, like many other multinational corporations, had to adapt to this new global landscape. The economy and businesses can only grow with the required talent to drive the growth of their businesses. We at Pemudah felt that the decision to allow foreign talent into the country should be a business decision. In achieving global success, specific talents are required and not all these talents are available among locals. Even if there are, the numbers are insufficient. Hence, foreign talent was necessary.

Pemudah discussed with the Immigration Department of Malaysia (JIM) the need to liberalise the criteria for allowing foreign talent and to allow the private sector to make the decision to employ foreign talent based on their own business needs as Malaysia needed to be quick on its feet in competing in a fast-moving globalised environment.

Global talent brings with it a valuable knowledge, skills and technology that is transferred to local employees where they work with them.

**GLOBAL TALENT STRATEGIES**

The procedures were historically based on the old “Malaysianisation” mindset, that Malaysia should be run by Malays after the country achieved independence in 1957. The belief was that expatriates should be sent back when their terms ended, with Malaysians taking over the reins of businesses. We knew that this outdated mindset had to go as we had entered an era of globalisation and were keen to promote the country as an attractive destination for foreign direct investment. Multinationals and local companies investing in Malaysia needed service delivery. Talent, especially top quality technical skills, is vital to IBM’s ability to innovate and deliver consistent service to customers in Malaysia. Just like electrical current that flows through the path of least resistance, talent too needs an enabling environment to converge at the right place. The Government must ensure an environment that draws the best and brightest from across the world to Malaysia to complement and enrich the local talent pool.

**POLICY IMPROVEMENTS**

The shift in policy has started. A work permit for a skilled expatriate that previously took three months to approve can now be processed within 15 days. That led to a monthly report showing time taken between application and approval of work permits and the percentage rate of approval was tabled between application and approval for positions above a certain salary was introduced. For positions that required approvals, measures were put in place to reduce the time required to issue expatriate passes. A monthly report showing time taken between application and approval of work permits and the percentage rate of approval was tabled at Pemudah meetings. The time was reduced from months to just a few days.

In the early days of Pemudah, foreign spouses of Malaysian citizens and expatriates, although highly qualified, were not allowed to work. Pemudah was instrumental in the decision to allow spouses to work. Such changes displayed the willingness of the Government to facilitate the entry and retention of foreign talent into the country. The opportunities for positive policy changes to improve the operating environment for business were identified mainly because Tan Sri Yong Poh Kon believed fully in the benefits of public-private engagement and encouraged such conversations for change. In 2010, the Residence Pass–Talent (RP-T) was introduced by the Ministry of Home Affairs (MOHA) through JIM and TalentCorp, an entity that facilitates public and private sector collaborative efforts in creating, motivating and retaining a skilled workforce. TalentCorp’s initiative in providing RP-T to deserving foreign talent, both C suite and technical talent, is excellent because it showcases Malaysia’s determination and willingness to attract world-class talent.

Another example of talent progression happened when we were on the lookout for Japanese-speaking staff. Rika Watanabe, a Japanese married to a Malaysian, joined us as a finance analyst in 2008. She blossomed in IBM and today is the business controls manager in charge of the ASEAN region.

Such stories are not only heartening but also have a multiplier effect. Together, the Government and organisations like IBM can make a real impact if we take charge. We must set out to inform the country with the right spirit and policies and ensure its implementation fulfills the nation’s transformation agenda.

**WHY GLOBAL TALENT?**

AN ongoing challenge faced by Malaysian businesses is the quality and supply of trained human resources. The economy and businesses can only grow with the required talent to drive the growth of their businesses. We at Pemudah felt that the decision to allow foreign talent into the country should be a business decision. In achieving global success, specific talents are required and not all these talents are available among locals. Even if there are, the numbers are insufficient. Hence, foreign talent was necessary.

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**LIBERALISATION THROUGH PEMUDAH**

As foreign talent at a higher price, taking into account higher remunerations and benefits, companies would rationally not want to incur greater costs unless such costs were necessary. This itself would provide a self-checking mechanism. Bearing this in mind, Pemudah discussed with JIM to liberalise its decision-making process. A new policy of granting automatic approval for positions above a certain salary was introduced. For positions that required approvals, measures were put in place to reduce the time needed for an adequate supply of talent to the economy and businesses can only grow with the required talent to drive the growth of their businesses. We at Pemudah felt that the decision to allow foreign talent into the country should be a business decision. In achieving global success, specific talents are required and not all these talents are available among locals. Even if there are, the numbers are insufficient. Hence, foreign talent was necessary.

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M ALAYSIA aims to be a high income nation and to emerge as a global talent hub by 2020. In line with this, the Government introduced the Economic Transformation Programme (ETP) in 2010 to achieve Vision 2020 through the implementation of 12 National Key Economic Areas (NKEA). These NKEA represent economic sectors that contribute significantly to the country’s gross national income (GNI).

Initiatives within the ETP will nurture industries and move them up the value chain, thereby improving career prospects for both local and foreign talent. We need to attract both top companies and talent to our shores and this fits well with our drive to become a regional hub in strategic areas. Large-scale employers and multinationals, both home-grown as well as global names, go a long way to create high-value, high-paying jobs for Malaysians, as well as allow for local companies to leverage on the exchange of knowledge.

Winning in the international arena requires top notch talent. As we endeavour to move up the value chain in critical sectors driving the economic transformation, we would need talent with specialised skills, expertise and global experience. This talent is expected to play a key role in supporting Malaysia achieve its objective of propelling the economy to a high-income status.

While the Government’s primary focus is on Malaysian talent, the Government recognises the contribution of eminent foreign talent in meeting Malaysia’s skill requirements through the improvement of services under the Immigration Department of Malaysia (JIM).

The Government has rolled out various initiatives and programmes to engage top foreign talent in the long-term. At the same time, JIM is working towards transforming service delivery. For instance, the Government has liberalised the issuance of the Employment Pass (EP) both in terms of tenure and features.

We have also implemented the Residence Pass–Talent (RP-T), which provides top expatriates currently in Malaysia a longer term option of working here. The RP-T also allows spouses to work in the country.

Launch of Residence Pass-Talent (RP-T)

Ten-year visa enabling top foreign talent in critical sectors to stay and contribute for a longer term

Residence Pass

The Residence Pass, which is in effect a 10-year multiple entry visa, gives a welcoming signal to top foreign talent. The pass provides talent the flexibility to work with any employer without having to apply for another pass. The spouse and children (under 18 years) of the holder will also be awarded the same benefits, e.g. the spouse has the freedom and flexibility to work.

Employment Pass Liberalisation

- Removed the need to advertise executive positions
- Eliminated understudy requirements
- Lifted 10-year limit for key expatriate positions

Employment Pass (EP)

This is a type of work permit that enables foreign talent to take up employment under a contract of service with an organisation in Malaysia. Duration varies from a minimum of 12 months to a maximum of 60 months depending on the nature of employment and need of such employment by the hiring organisation. The Immigration Department of Malaysia will issue the Employment Pass.

Establishment of TalentCorp

NKEA: Greater KL/Klang Valley

TalentCorp as the lead initiative owner for Entry Point Project 2 (EPP2) – Attracting the right mix of internal and external talent

“TalentCorp is a full-service organisation that promotes global talent with a regional focus. We deliver services to attract, retain and develop talent, as well as to support organisations and individuals in their talent needs. Our services include talent attraction, talent assessment, talent development and talent mobility.”

Grace Munsayac, human resource director, TalentCorp

Brought to you by TalentCorp

EXPATRIATE FACILITATION

RESIDENCE PASS-TALENT HOLDERS CAN ENJOY THE FOLLOWING BENEFITS

Ability to live and work in Malaysia for up to 10 years

Flexibility to change employers without having to renew the pass

Sponsorship of dependents under 18 years of age are eligible for the Resident Pass-Talent Independent

Sponsorship can be awarded to the holder’s dependent

To apply for RP-T log on to www.talentcorp.com.my

TOP 5 SECTORS FOR RP-T

Business Services Education

Oil & Gas Financial Services

ICT

TOP 5 NATIONALITIES

India Australia

UK Japan

USA

2,574 top talent from leading companies are holders of RP-T

ToP 5 naTionals

Australia

USA

UK

Japan

“IN MONDELEZ INTERNATIONAL, we provide international work experience and different cultural exposure to our employees in order to develop global talent. TalentCorp supported us in our Talent Development and Mobility Programme by assisting us on securing work permits for our International Assignee in Malaysia. It’s good to have a partner like TalentCorp.”

Grace Munsayac, human resource director, Mondelez International
The setting up of ESD is a great step forward. The Immigration Department along with TalentCorp has achieved something that will go down in history. Support for this cause is clearly expressed by the Prime Minister at the launch event. We are looking forward to continuous improvement on various facets of expatriate facilitation as discussed in the dialogue today. Prakash Chandran, president and CEO, Siemens Malaysia.
GLOBALISING MALAYSIA'S TALENT POOL

BY ABIDUR SERI JAMILADOR IBRAHIM

AXIATA is one of the largest ASEAN telecommunications companies, with 21,000 employees from 50 nationalities working across its footprint of nine countries.

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NEW SYSTEM FOR COMPANIES

The Expatriate Services Division (ESD) has set up an online system for companies. The system will cater to the needs of companies for the Employment Pass, Residence Pass—Talent, Professional Visit Pass, Dependent Pass and Long Term Social Visit Pass.

Features of the new online system:
- Transparent
- Faster
- Real time status tracking
- Minimised checklists
- Expatriate notification management services
- Online payment

Companies need to submit documentation only once to get registered with ESD.

To register as a company or know more visit: www.esd.imi.gov.my

MOVING FORWARD

- The ESD model will also be replicated in other states, beginning with Johor and Penang
- The Expatriate Services system will be expanded to cover expatriate approving agencies, such as Malaysian Investment Development Authority (Mida) and Multimedia Development Corporation (MDeC)

"The new ESD operating model allows for seamless integration and serves as a one-stop interface for hiring companies to submit and process expatriate applications. Both companies and expatriates can also enjoy improved customer service through face-to-face, e-mail and phone channels. We, at the Immigration Department, are wholly committed to embark on this journey towards transforming Malaysia into a global talent hub by 2020."

Datuk Aloyah Mamat, director-general of Immigration, Malaysia

"I recently visited the Expatriate Services Division and was extremely impressed with the service and professionalism. The team was very courteous and attended to my requirements with a smile. The ambience and facility at the ESD was also very pleasant. For an expatriate, service levels like these are very important to feel secure and comfortable. My compliments to the entire team at ESD for the great service they provide!"

Suresh Raman, managing director and country risk manager, Citibank Bhd
By KAREN NEOH

IN 2007, soon after Nomura Asset Management started operations in Malaysia, Toshihiko Matsunaga made his first trip to Malaysia and decided that he liked it.

“Compared with Singapore or Hong Kong, I felt more relaxed in Malaysia because of its hospitality, greenery (lots of trees and a golf course in the middle of town), slower-paced life and good food. Since then, I started to think that my next destination should be Malaysia,” says Matsunaga.

So, after spending more than 30 years in Mexico, New York, Tokyo, Bahrain and London, Matsunaga chose to move to Kuala Lumpur.

“Five years after my first trip, my dream came true and I was posted to KL from our London office,” says Matsunaga, now the executive adviser and board member at Nomura Asset Management Malaysia Sdn Bhd and Nomura Islamic Asset Management Sdn Bhd. “It is the first time my wife and I have lived in the Asian region, we are trying to visit other parts of Malaysia and other neighbouring countries. Just recently, we visited Kota Kinabalu and climbed Mount Kinabalu with friends from Tokyo. It was much harder a mountain to climb than I expected.”

Regarding his Residence Pass–Talent Recruitment Programme (RP-T), Matsunaga shared, “I was introduced to TalentCorp by my Malaysian colleague and CEO of Nomura Asset Management Nor Rejina Rahim. The process was amazingly quick, taking only a couple of weeks and before I knew it we had a 10-year visa to work and live in Malaysia.”

The RP-T will help Matsunaga’s role in promoting Malaysia as an Islamic management hub. He replied quite modestly, “My role is quite simple, I have been doing business within the Gulf Cooperation Council (GCC) since I was posted in Bahrain in 1999.”

“It was the time when GCC nations were in trouble financially because the oil price was below US$10. People in GCC remember me as I was there when they were having a hard time. People tend to remember you if you help them when they are in trouble.

“As far as Islamic asset management is concerned, however, Malaysia is 10 years ahead of GCC. It makes a huge difference whether you have large institutional investors such as pension funds or not.” Matsunaga goes on to say that there is huge liquidity in GCC and other Muslim nations in the Europe, Middle East and Africa (EMEA) region, and that pensioners there are starving for syariah products.

“We are, at Nomura, having our Islamic asset management hub in Malaysia and have been trying hard to tap into GCC and other Muslim nations in EMEA as Nomura has historically kept very good business relationships with them,” says Matsunaga.

“When Matsunaga and his wife were university students, they used to climb mountains, “In fact,” he con- fides, “that’s how I met my wife.” Since moving to Malaysia, they started their plan to climb Mount Kinabalu.

“The first time we saw a photo of it, we were very fascinated with its shape which is unique and somewhat scary.”

Matsunaga believes nature in Malaysia is beautiful and great, and that Malaysians should be proud of it.

“In Green, we get a trifecta: his professional, personal and community who not only contribute to Malaysia’s economy but also support D&S’s various programmes to teach basic life skills with the goal of learning to live independently. Shontelle is one of many in the expat community who not only contribute to Malaysia in their area of expertise, but also by devot- ing time and effort to community service.

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LIVING HERE AND LOVING IT

By HYMA PILLAY

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SHONTELLE Allwood and family arrived in Malaysia eight years ago. Settling in was relatively easy, as they had previously spent nine years in Manila where they became accustomed to the Asian culture, then Australia. In fact, Shontelle loves it here, and feels more Asian than Canadian at times.

Shontelle’s husband John is a partner at KBC Advanced Technologies Plc. KBC is a leading global independent oil and gas consulting and processing simulation software company.

GIVING BACK

Shontelle and family have given back to the community in different ways, including collecting and selling second-hand books for ‘Books for Benefit’ with all proceeds going to local charities, e.g. ‘Lighthouse’, a home for underprivileged youth in Kuala Lumpur. Shontelle also used to support ‘Rumah Sinar Silam’, a home in Chow Kit for underprivileged women and babies.

“Shontelle worked with her son to organise a football camp for 50 Myanmar youth refugees. It was a real eye-opener for her son, to realise that not everyone is privileged or has things come easy in life.”

To support their favourite causes in Cambodia, Shontelle and husband collect goods and clothes which they bring there personally when making their annual trip.

Shontelle loves it here, and would like to call Malaysia home at least till both her sons complete school. If you would like to support her community activities, do email her at hyma.pillay@leaderonomics.com
HOME AWAY FROM HOME
FROM FONDUE TO LAKSA
By KAREN NEOH
karen.neoh@leaderonomics.com

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Maric invested the time and energy to animated dialogue on issues. and France, where teammates would people development. received good advice on how to chapter of the human resources mind to developing a Malaysian a car, Hélène immediately set her to be the chief financial officer of Nestlé Malaysia, and Hélène light- heartedly referred to herself as the ‘trailing spouse’. Marc recalled how warm and welcoming coming Malaysians have been. He said, “It’s a big positive. People here are keenly interested in who you are.” And Hélène said, “There is no end game. Here, people just want to get to know you.”

With regard to their aid interest in food, Hélène quipped, “That’s similar to the French culture!” Among the many experiences and a car, Hélène immediately set her mind to developing a Malaysian and white cattle – on the dusty red plains of images of endless hours watching over his family. He then applied for a permanent role in cash management and is now a valued member of the Standard Chartered’s International Talent Programmes. According to Manindra Shrestha, country head, talent acquisition, Malaysia, the bank seeks to mobilise, motivate and retain key personnel around the world via several policy types, which differ depending on the duration and objectives of the assignment. Some of these are assignee policy, short-term assignee policy, permanent transfer policy and local plus policy.

These programmes meet employee aspirations by providing interesting, challenging and diverse career opportunities, while facilitating the sharing of knowledge and understanding of key business activities, processes and experiences across markets. Talent mobility also enables the bank to develop its business in accordance with its strategy and to fulfil specific resource requirements in areas where available talent is limited. Standard Chartered looks at bringing diverse skill sets to support best practices and knowledge sharing in most parts of its banking services, in Malaysia, where it has brought in foreign talent include retail banking, corporate and institutional clients, financial market, transaction banking, credit risk, Islamic banking, audit, human resources, corporate affairs and technology.

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challenges faced?
The notion of time,” said Maric with them both nodding in unison. In the beginning, they found it difficult. While waiting for workmen to come to their home, they got the “I’m on my way” phrase we all have heard before. “Although the workmen arrived really late, he also stayed till past dinner time to fix the problem. And he didn’t accept any food either,” Hélène moaned.

Marc and Hélène also agreed that they have experienced a drop in security over the years. Then their two kids find everything fantastic, “But we couldn’t let them roam around as they did in the United States. We hear more and more about crime.”

Making Friends
Hélène went on to say, “Being exposed to so many cultures in one country is very enriching, there’s been a fascinating...” As the Government has lifted quotas for Malaysians to join international schools, our kids have been enriched by the opportunity to interact with and make local friends.”

“My daughter has Malaysian friends, and knows everything about local politics, religions and culture,” said Hélène. “This diversity at school has really helped us understand our host country better. As part of the school choir, she can sing the Malaysian national anthem!” exclaimed Maric.

The People of Nestlé
People development is a key pillar to the long-term business strategy of Nestlé. Each business unit has a HR partner serving as an enabler to ensure its success. There is a great emphasis on engaging the right people the right mindset, and much more is done to develop their technical, functional and leadership skills. Many who joined Nestlé as management trainees have stayed loyal for 20 years; some have stayed 30 to 35 years. Loyalty to the company and loyalty to the brand have been astonishing,” Marc said with pride.

“It brings me back to the very positive Malaysian Boleh spirit. People want to be a part of something that works – with an emphasis on teams and not individuals.”

“I believe the key is for people development with exposure in and outside of Malaysia. In addition to exposure within our wide operations in Malaysia and Singapore, our employees can take part in exchanges with other Nestlé sister companies.

“We have exchanges within our geographical ‘sone’ across countries in Asia, Oceania and Africa but also with our head office in Switzerland. These exchanges involve working in a specific role for a few years or on a shorter period basis.”

What Would You Miss?
“The coffee!” Hélène replied immediately. “Running, swimming every day. And certainly the smiles,” she continued.

“Forrol Sawarak keto, ” said Maric. “Roli canali!” added Hélène.

Message to Malaysians
“Malaysians appear to be overly self-critical. They have so much to offer – people, natural resources, ability to speak English, central location in Asean, halal business opportunities and options for tourists. Malaysians should believe more in themselves,” said Marc.

Finally, Hélène advised, “Don’t be afraid of people from abroad and don’t be afraid to engage. Don’t feel that you are not good enough. On balance, I believe I learned more during my consultancy work than my intervention imparted. Engage, exchange and collaborate. Malaysians have a lot to offer, just be a notch more daring. You’re moving in the right direction.”

When thinking of his youth, Dickson Sit has images of endless hours watching over his family’s only tangible source of wealth – 25 brown and white cattle on the dusty red plains of Kenya’s famous Masai region. Today, our outlook is infinitely different. Dickson advises small and medium enterprises clients from Standard Chartered’s corporate-cad offices in Johor Baru.

This second of 26 children (his father has three wives) got his first break when his presenta...
10 REASONS TO WORK IN MALAYSIA

1. **ECONOMIC AND POLITICAL STABILITY**
   Malaysia is a relatively peaceful and stable country. Stability is probably one of the top reasons that determines an expatriate’s move to another country.

2. **INFRASTRUCTURE**
   Malaysia has good infrastructure such as a world-class airport, an extensive road network and sound financial institutions.

3. **PROPERTY OWNERSHIP**
   The Malaysia My Second Home programme offers expatriates the opportunity of staying in the country long-term. The programme offers a 10-year renewable visa, plus other incentives such as dependency passes for immediate family and a tax-free vehicle.

4. **HEALTHCARE**
   Healthcare services are efficient and private hospitals offer treatments that are on par with world standards, at a substantially lower cost than many other countries.

5. **NATURAL BEAUTY**
   There is a wealth of flora and fauna. We have the sea, islands, highlands, jungles and beaches which draw visitors from far and wide.

6. **FOOD**
   Malaysia is a food paradise. Expatriates are spoilt for choice for the variety of local and foreign cuisine. From Malay, Chinese, Indian, Japanese, Thai, South Korean, Arabian, Persian, Vietnamese to Western food, we have it all. They will never go hungry because there is food 24/7.

7. **THE PEOPLE AND LANGUAGE**
   The Malaysians are generally friendly and accommodating. Expatriates settle down quite easily because English is widely spoken, especially in urban and city centres.

8. **THE WEATHER**
   Malaysia is fortunate not to experience extreme weather such as hurricanes nor devastating natural disasters such as earthquakes.

9. **COST OF LIVING**
   To expatriates, cost of living in Malaysia is relatively low. Property prices are also lower than in Europe and the United States.

10. **SHOPPING AND OTHER ENTERTAINMENT**
    It is incredible that in the world’s top 10 biggest malls in 2013, our shopping malls took three spots in the list. We have designer label boutiques that expatriates are familiar with, so they can feel at home.

By JACQUELINE CHUE
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TECHNIP differentiates itself from its competitors by providing innovative technical solutions. With the right expatriate technical experts and leads based in Malaysia, we are able to execute technically challenging multi-million dollar oil and gas projects in specialised areas such as floating liquefied natural gas, tension leg platforms (TLP), enhanced oil recovery (EOR) and deepwater flexible pipe applications.

We believe that foreign talent stimulate the process of developing local talent. Under Technip Talent Management strategies, we nominate foreign talent as mentor or experts, transferring their knowledge to local talent in three main leadership areas: managerial leadership, project leadership and technology leadership.

Currently, we have a number of foreign project directors who are actively and structurally transferring their knowledge to local project managers over a period of time, in a move to prepare them to manage our large projects.

Technip Talent Management strategies also include “Building the future” and that means contributing to the development of local communities where we operate in and increasing national capabilities.

One of our significant contributions in this area is the appointment of our R&D manager, an expatriate from the United States, and an offshore expert to the Chair in Deepwater and Subsea Technology at Universiti Teknologi Petronas, where he is able to share his expertise and knowledge in a niche area through R&D work with local students.

With the introduction of the Economic Transformation Programme, the Government has been an active facilitator of the private sector to remove barriers to competition and allowing more expatriates to work in Malaysia.

Initiatives such as the residence pass is a major attraction. Technip appreciates the opportunity to hire highly qualified expatriates and retain them for over 10 years.

Jacqueline Chue (pic) is regional HR vice-president of Technip Geoproduction (M) Sdn Bhd
By MARCUS LIM
marcus.lim@leaderonomics.com

Reading Roshan’s story of becoming the “best in the world” when he was part of the leadership team of a “surviving” Malaysian company was insightful. It inspired me to write a response article dedicated to the emerging generation of today, my Generation Y cohort.

As a quick summary, Roshan explains how the leadership team of that company, within two years, transformed the organisation’s turnaround time of more than 450 days into an organisation with turnaround time of below 40 days with the same “Malaysian” workforce. According to him, this was all possible with a leadership team who believed and was committed to being the best.

Then my question was if it was all up to the leadership team to inspire, what would happen if they did not come along at all? Could the emerging generation come about and do something to inspire that change of mindset and push growth from the bottom-up?

I believe the answer is YES!

IT BEGINS WITH THAT DECISION
It all begins with that decision to become not just a good employee, but a great employee. That is, an employee who decides to take ownership of his or her role in the organisation and become great at it. It all starts with that thing we call “vision”.

More often than not, managers fail to ask the question, “What is your vision for this department?” to new employees who join an organisation. However, that is not an excuse for us to neglect that question and go about working like drones.

The first step is to ask what your vision is for the department you are currently working in and what your manager’s vision is. Are they aligned? If not, how can you align your vision to your manager’s? If yes, excellent, you are on your way to achieving greatness.

BE THAT INSPIRATION, THAT ROLE MODEL
Of course, having a vision for the department is just the first step. What comes next is the plan. It will involve much determination and perseverance on your part to become that role model for your fellow colleagues.

The idea is that while you have little to no influence over your manager or the leadership team of the organisation, you have peer influence over your colleagues who work with you in the same department.

Through your dedication and hard work, become the best at what you do and you may inspire others to follow suit. Help your manager achieve his or her vision for the department by aligning yours with his or hers and take ownership of your role in that department.

Go the extra mile and focus on that gap you want to bridge to ensure success and persevere until you have successfully closed it. Subsequently, when you hit your targets, share the success with everyone because at the end of the day, the success reflects well on your department as a whole.

SHARE THAT BEAUTIFUL MINDSET OF GREATNESS
However, becoming that role model is only half the battle won. More often than not, when you become successful at what you do, people will seek you for your secret sauce. This is the opportunity to share your ideas and plans on how you operate as an individual and spread that mindset of greatness and growth. Be generous with your information and how you can help others in your department.

Begin a culture of appreciation by giving out notes or little gifts to boost morale and form that connection within the department. Organise department lunches or “get-together” outings to build bonds and promote teamwork.

In the end, if everyone does well, the whole department looks good. And when your department looks good, your manager looks good too, and you become that role model. So be a great follower!

BE GENEROUS
Do bear in mind there is a chance your hard work and dedication may not be recognised and rewarded. If that happens, you will have to call upon your great heart to understand that while officially you may not be rewarded, you have impacted the lives of your colleagues and your manager.

Becoming a great employee means becoming an effective follower, i.e., a follower that inspires greatness in your fellow team-mates and supports your leader with the necessary push and motivation. Remember the saying, a great leader is only as great as his followers. So be a great follower!

Marcus Lim is a part of the youth division of Leaderonomics. Being a practitioner of the art of movement, Parkour, he believes in building confidence and self-awareness through physical representations and movement of the body. He plays an active role in developing young leaders by coordinating and managing the Leaderonomics Club in high schools around the Klang Valley. If you are interested in developing yourself as a young leader, you can email him at marcus.lim@leaderonomics.com or visit our site at www.leaderonomics.org/youth/leaderonomics-club/