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MORE THAN MEETS THE EYE

THIS week, we look at the transformative role of human resources (HR).

One way to see it is at the organisational level – whereby the focus of HR efforts is to have an effect on individuals in order to grow the organisation. Another consideration is how individual company HRs, in their zeal to be the best they can be, can, at the aggregate level, have a transformative effect on the nation.

It was a night to remember! More than 500 people milling about the foyer of the Grand Hyatt Kuala Lumpur ballroom for the black tie event organised by GTI Media Sdn Bhd – the Malaysia’s 100 Leading Graduate Employees Awards Night 2014 was the latest in the annual gathering of the Who’s Who of graduate employers in Malaysia.

The awards night was the culmination of work by GTI Media to identify the most outstanding graduate employers in Malaysia, including the most sought-after employers in their respective sectors.

As part two of the M100 special edition last week, we feature more of the companies who received awards and their journeys to success.

At this point, I detract from my usual ambidextrous musings, to consider the third – the need for HR itself to transform in order to achieve all the objectives above.

In our centrespread story, Shahran Masood explains what HR transformation is, what prompted the need for it, and what type of leadership is necessary to see it through. Elisa Dass introduces the category of employee we may be overlooking – the intrapreneur, people with great profitable ideas who, as opposed to entrepreneurs, would still enjoy the security of employment. Elisa offers practical tips on how to support intrapreneur.

Following up on last week’s introduction to the theory of how people learn, this week, Hue Yi-Wen explores some of the models and tools that take us beyond traditional, conventional trainings.

Morag Barrett delves into what happens when things go horribly wrong in an organisation, and identifies underlying causes before building a collaborative culture.

Last but not least, an article on managing, and embracing change by Hyma Pillay.

Have a fantastic weekend all!

KAREN NEOH
Editor
leaderonomics.com
DRIVING EXCELLENCE THROUGH THE SPIRIT OF INNOVATION

In PETRONAS, we challenge every individual to be innovative within their respective spheres of influence. As such, we pursue the search for hydrocarbon resources and ways to deliver value, we continue to be challenged in achieving business efficiency and operational excellence. These efforts require skills and competencies which include ingenuity, creativity and resourcefulness to navigate the tough environments we are thrust into to maintain operational excellence, remain profitable and more importantly, be sustainable.

As such, PETRONAS encourages innovation in core areas of work, and provides many opportunities to cultivate an inventive mindset through various internal and external platforms across the Company. These platforms are primarily PETRONAS’ learning institutions such as Universiti Teknologi PETRONAS (UTP), INSTEP Integrated Oil and Gas Training Centre, Malaysian Maritime Academy (ALAM) and PETRONAS Leadership Centre (PLC). For in-depth core work areas, we leverage on our Upstream Centre of Excellence and state-of-the-art laboratory at PETRONAS Research Sdn Bhd, pioneering Fluid Technology laboratory at PETRONAS Research Centre of Excellence and state-of-the-art leverage on our Upstream Centre of Excellence, PETRONAS Leadership Centre (PLC).

Petronas Leadership Centre (PLC)

The company offers an Employment Value Proposition (EVP) that enables our people to experience the fundamental principles of Trust, Grow and Reward, and they are empowered to motivate their respective teams similarly. The EVP complements our Shared Values of Loyalty, Integrity, Professionalism and Cohesiveness, which are the core tenets of our people.

Our people are developed on an Accelerated Development Programme where the targeted timeframe to reach autonomy is between five to seven years. Benefits from the programme have been proven based on exposure, experience and knowledge gained, and recognised through awards for innovation granted by external bodies.

The Employee Performance Management (EPM) is a key driver that rewards individuals based on performance, which includes innovation, leadership and contributions to people development.

The spirit of innovation has formed part of PETRONAS’ clarion call since its inception and is reflected in the corporate positioning of reimagining energy™ of always pushing boundaries and doing things differently.

ACCOLADES

The following accolades are a testament to PETRONAS’ solid reputation as an employer of choice:

- Voted Malaysia’s Most Popular Graduate Employer in the Energy/Oil & Gas/Utilities sector for three consecutive years in 2012, 2013 and 2014 by Malaysia’s 100 Leading Graduate Employers Awards.
- Ranked fifth in Asia’s Best Companies for Leadership by Hay Group in 2013.
- Voted Malaysia’s TOP 10 Most Preferred Employer by GRADUAN in 2013.
- Voted Best Employer in the Oil & Gas Sector for the GRADUAN Brand Awards 2013.
- Ranked Malaysia’s top 1 IDEAL Employer by Universum for 2014.
- Won Asia’s Best Employer Brand Awards in 2014.
- UTP receives World Class Rating by Quacquarelli Symonds and it is the first private university in Malaysia to do so.
- UTP’s Centre for Intelligent Signal and Imaging Research (CISIR) recognised by the Ministry of Education as a National Higher Institution Centre of Excellence (HiCE).
- INSTEP wins Offshore Petroleum Industry Training Organization (OPITO) Chairman’s Award for improving safety and competency in the oil and gas industry.

To know more about career opportunities in PETRONAS, visit www.discoverpetronas.com

ABOUT PETRONAS

Petroleum Nasional Berhad (PETRONAS) is Malaysia’s fully integrated oil and gas multinational company in Asia. Ranked 69th in the latest FORTUNE Global 500® list. Operating its core business in the Upstream and Downstream sectors, PETRONAS has a presence in more than 60 countries since it was first incorporated in 1974.

PETRONAS is among the top five oil and gas companies (in terms of production) and the most profitable company in Asia. With a proven track record in integrated oil and gas operations spanning the entire hydrocarbon value chain, PETRONAS is steadily driving new solutions and pushing boundaries to develop and add value to oil and gas resources in a manner that carefully balances commercial, environmental and social considerations.

www.petronas.com
Global Maybank Apprentice Programme (GMAP)

Maybank’s reputable graduate programme, GMAP, is aimed at developing an all-rounder banker through a structured two-year programme. It’s a home grown programme and runs simultaneously in countries where Maybank operate. Apprentices will learn the ropes of banking under the guidance of experienced bankers as they undergo a challenging yet balanced introduction to the world of banking. Other exciting features of GMAP include international assignments to immerse the Global Maybank Apprentice in its global network operations.

Personalised: Cut Out For Its People

Each year, Maybank commits considerable investment and resources in its learning and development programmes for its people. These programmes cater to the diverse needs and aspirations of staff to ensure they are equipped with the right knowledge, confidence, skills and capability to excel. For students and graduates, the bank has varied entry level pipeline programmes for new recruits and graduates.

Maybank recognises that the Gen-Y and Millennials have distinct career aspirations. A new, revolutionary approach is needed to attract them to join; show them that Maybank is more than just the country’s largest regional financial institution and a regional financial services group— but also a cool and hip place to work in as well as grow professionally and personally.

That’s one reason the Maybank GO Ahead Challenge (MGAC) was rolled out in 2012—to bring a fresh approach in the graduate recruitment scene, especially for its engagement scene in campuses, domestically and abroad. It’s also to reinforce Maybank’s long-term commitment to developing the nations Maybank operates tapping the right home grown talents in the region to contribute to the growth of their respective nations.

Designed along the famed reality show The Apprentice, GMAP is a unique talent recruitment scheme where candidates are put to the test, beyond financials or presentations. The challenge is open to students of various disciplines to experience actual situations they will find themselves in today’s challenging work climate in successful high performance organisations such as Maybank.

Being an international case competition that challenges the intellect, stretches the creativity and tests the endurance, it has grown from strength to strength attracting 10,000 applicants this year compared to 5,000 applicants from 2013 and 1,000 in 2012.

It is also fully developed in-house by the Global Maybank Apprentices, some who were previous MGAC finalists themselves, for future Global Maybank Apprentices. This year alone, MGAC has completed multiple campus level challenges nationwide and in regional campuses in Singapore, Indonesia and the Philippines. This was followed by the national level challenge in 14 countries where Maybank is present, including the US and United Kingdom.

To show that the challenge is definitely international, in the grand finals, participants had the opportunity to travel to Jakarta and present their business plan to the management team in Bank Internasional Indonesia (BII), Maybank’s Indonesian counterpart. In addition to the mental and physical challenges the homeless.

We are proud to say that many of the alumni and finalists of MGAC have joined us through the GMAP in various countries, making the programme truly diverse, and global, with a strongly connected band of talented and energetic young blood in the pipeline for the bank.

To the potential challengers, stay tuned for MGAC 2015!
Maybank stays connected with engagements via university roadshows, and career fairs. Maybank also partnered with the leading student organisations – International Council of Malaysian Scholars (ICMS) and AIESEC to support their programmes such as the Industry Partnership Forum, Malaysia Public Policy Competition and Global Ambassador Programme. These partnerships help to attract talents to return to their domicile countries to build their talent pool for nation building.

Maybank is also connected virtually with Gen-Ys and Millennials! One can bond with Maybank via the Facebook Group – GO Ahead. Academy, a lively and informative group of like-minded peers who can connect at the same time.

Look out for special contests, movie nights, personality tests and inspirational quotes to keep occupied while getting to know Maybank as an employer. In to Instagram? Check out Maybank’s Instagram page @Maybankingcareers. To connect on a professional platform, look no further and link with them on the LinkedIn page!

#CONNECTED

Maybankers taking part in a tree-planting exercise as part of Global CR Day initiative

Maybank placed CR projects as one of its priorities which allow graduates to contribute back to the community while achieving their professional aspirations. Volunteerism is deeply entrenched in Maybank’s global workforce. Each year, Maybankers enthusiastically volunteer their time and effort in sharing passion, expertise and resources to improve the lives around them. This shows that Maybankers consider the group’s CR volunteerism initiatives as an important factor that gives them a sense of pride to be associated with the organisation. Being at the heart of the community reinforces the mission of humanising financial services.

TRULY GLOBAL

We are serious about developing young talents like you! As we make our mark across the world, we bring our talents along too. Here, we call it international assignments! Let’s hear what they have to say about their assignments.

Maybank is indeed an incredible programme; one that offers multiple job rotations including overseas attachments. Being an apprentice kickstarted my banking career and for someone without banking and finance qualifications, I was given the valuable opportunity to train in Maybank investment bank, high net worth and affluent banking, human resource and market risk among others. My stint in Maybank Singapore as part of my international assignment led to my current full-time role here.

The greatest benefit of becoming an apprentice is the networking opportunity with Maybank’s senior management. Although capable people will be naturally discovered, this programme gives you the spotlight that you need to shine and accelerate sooner than most other people. Without this programme, I wouldn’t be here leading the Transaction Banking unit in Shanghai after only three years working for the bank.

The experience gained from the job rotations in GMAP definitely broadened my perspective of the banking industry. The knowledge gained in operational frameworks of different insurance and banking products, governance, risk management, and the various banking divisions certainly eased my ability to establish myself firmly in my current role.

– Fikri Hairuddin
Global Maybank Apprentice (MGAC 2013 finalist)

I can’t thank Maybank enough for the awesome internship experience given to me back in Singapore. My colleagues in Singapore were very kind and guided me through my first corporate experience and that led to the opportunity to join the Client Coverage team in Malaysia.

– Wilson Beh
Executive, Client Coverage, Maybank Investment Bank (MGAC 2012 finalist)

Experience can make a world of difference when it comes to real life corporate tasks. Maybank’s internship programme is one platform that has excelled in producing industry ready graduates. It is designed to provide a valuable learning opportunity by working with a leading regional bank. With a minimum of eight weeks attached to a department, Maybankers are able to have hands-on experience by assisting the teams on-going projects.

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HR TRANSFORMATION
MEETING THE NEEDS OF EVOLVING HR FUNCTIONS AND SCOPE

WHAT IS HR TRANSFORMATION?
A company that goes through a HR transformation refocuses their HR team interests with business divisions to drive business strategy. This new philosophy infuses HR to become accountable for business outcomes, instead of a reactive and isolated function of a business.

HR must understand how the market’s competitive environment affects the business as a whole. HR transformations expose the HR function in all business activity of an organisation, because at the root of all challenges and progress, is people.

There is a heightened accountability that forces HR to understand the business. This means understanding not just the financial, but also the social connectivity link us together in a global business market.

HR STRATEGIES

- The need for new paradigms in optimisation.
- More rigorous and science in the making of HR decisions.
- More hypotheses – “just like finance and marketing functions are generating a return.

In the same context as developing a business, HR transformation practice is not only applicable, but also makes it possible to appreciate what a nation would look like if people (human resources) are developed and optimised, where a culture is focused (with diversity and alignment) to reach a common mould, and with measured need (that reflects strategy and growth) in a local and global environment.

A company that goes through a HR transformation must be business-minded. The future transformation leader has a holistic perspective of his or her company and perhaps has tertiary qualifications from a business school and has studied HR management.

A transformative leader has a noble vision, is business-minded and in this regard, committed to creating an impact with the HR transformation methodology.

An individual can champion a programme, but rallying others to do the same, or at least foster the same spirit starts with leading by example.

In addition to this, a transformative leader is focused on building a case to make a company’s situation better today and tomorrow.

This vision translates through the personal and becomes the driving force to integrate HR, business conversations and strategies that translate into operations and activity.

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It’s important to quickly realize what a nation needs to set up, build, and market to maximise the benefits of these economies. A transformative leader has a noble vision, is business-minded and in this regard, committed to creating an impact with the HR transformation methodology. This kind of leader will look for indicators to see where the market is going, and will adjust internal capabilities and seek additional resources to optimise his or her operations.

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AIRASIA is a unique company in terms of its culture and innovative human capital management. An open office environment and the application of high tech elements are only the tip of the iceberg of exceptional qualities that sets AirAsia apart from the rest.

Crowned the world’s best low cost airline for six consecutive years, the airline acknowledges that excellent human capital development is one of the important factors that guarantees the success of the company.

AirAsia practices meritocracy, in which the airline’s employees, otherwise known as AirAsia Allstars, are rewarded for their effort and hard work. The company also does not limit the career opportunities of its people, but instead encourages growth, which is an integral part of its culture.

The airline supports its people in pursuing their passion and achieving the best that they can. By encouraging career growth and inspiring them to be the best, it develops a surge of new skills in-house which the airline can tap into and utilise.

WE ARE FAMILY

AirAsia always aims to be the best company to work for, and by which its Allstars are treated like family. The airline strives to eradicate bureaucracy, a barrier that may restrict the flow of ideas and opinions which are essential to a fast growing airline like AirAsia.

“Be an AirAsia Allstar, one needs to be ever-ready to go the extra mile to satisfy even the most eccentric customer’s needs, and at the same time be fun-loving and enthusiastic with a passion for life.”

AN OPEN CONCEPT

The airline practices an open door policy with an open structure — no cubicles or office rooms — and an inclusive work environment in which every view matters and every voice is heard.

The culture that AirAsia has stems from the fact that the airline desires openness and wants its people to be creative and passionate about what they do.

Hiring and promoting is based solely on talent and competence, with no regard for gender, creed, ethnicity or age. The company opens up equal opportunities to all its employees and the validation of this would be the fact that AirAsia is the first company in Malaysia to have women as pilots, with many among the early pioneers moving on to becoming captains — commanders of their own aircraft.

AirAsia also provides the space and opportunity for its Allstars to take an active part in innovation, and allows its employees to take risks. This is true to AirAsia’s culture and spirit, where taking risks may result in better things for the company.

In fact, the management often takes the initiative to implement ideas from its employees, thanks to the open environment concept where everyone does not feel afraid to express their ideas, regardless of rank.

DIVERSE CULTURE

At AirAsia, people from various backgrounds and diverse cultures work together harmoniously. The high level of understanding and respect for each other allows AirAsia Allstars to communicate and work without boundaries. This is something unique and rare in many countries and companies.

The airline instills an entrepreneurial culture among its Allstars, which presents a degree of freedom for them to be their best and holds them accountable for what they do. Being entrepreneurial, they will strive for success as failing is not an option.

The airline always seeks for creative and passionate people. They must also be good team players for the business to prosper in this challenging era of globalisation.

UNRESTRICTED CREATIVITY

Free flow of ideas and unrestricted creativity is something that the airline always believes in, as proper development of talents within the company is fairly beneficial for AirAsia in the long run — especially for younger employees. They are to be potential successors in running the company, ensuring positive continuity and sustainability.

In its quest to achieve constant business excellence, AirAsia is privileged to be continually blessed with the necessary means to fulfil its responsibility towards underprivileged communities, lending a hand to those in need.

GIVING BACK

Staying true to the pledge of going the extra mile to satisfy needs, AirAsia Allstars are also encouraged to be involved in CSR (corporate social responsibility) activities and interact with communities around the business, as AirAsia believes in giving back to the community that has been supporting it all these years.

Inspired by the caring attitude of its Allstars, the airline established the AirAsia Foundation, a philanthropic arm of the AirAsia Group entrusted to share the company’s values of entrepreneurship, equal opportunity and innovation throughout ASEAN.

The foundation is mandated to support social enterprises as a way of empowering underprivileged individuals and to enable them to build sustainable livelihoods. Through its work, the foundation is committed to helping build an ASEAN community of the future, and providing AirAsia Allstars the opportunity to share their energy and expertise in making the world a better place to live in.

For a career takeoff with AirAsia, visit us at http://www.airasia.com/id/en/about-us/careers.page
TAKE A CHANCE WITH INTRAPRENEURS

By ELISA DASS AVIN
elisadass@leaderonomics.com

CREATE THAT PLATFORM FOR THEM TO EXPLORE AND MAKE MISTAKES, BUT, AT THE SAME TIME, HOLD THEM ACCOUNTABLE FOR THE IDEAS PRESENTED AND RESOURCES INVESTED FROM THE ORGANISATION.

Innovation

Resources

Risk Appetite

Entrepreneur’s Trinity

I have a group of friends who often used to joke about who makes the ‘perfect’ employee – the yes-man, the one who doesn’t fight very hard for promotion or remunerations, takes on extra workload based on empty promises and is afraid to venture out of the company in fear that no one would ‘appreciate’ them as much elsewhere. These remarks were of course made with the underlying message to say that our ‘perfect’ employee friends should be more courageous to venture into something on their own.

Needless to say, these jokes were made by the entrepreneurs in our midst, those who have set in their minds that they will not work for another entrepreneur again.

These courageous friends of ours have definitely braved the seemingly scary world of not having a constant stream of income; they have endless streams of profitable ideas, and absolutely enjoy being the company in fear that no one would appreciate them as much elsewhere. These remarks were of course made with the underlying message to say that our ‘perfect’ employee friends should be more courageous to venture into something on their own.

THE DAWN OF INTRAPRENEURS

And not surprising to most of us, there are always those on the fence – people with great profitable ideas, but would like to enjoy the security of being employed. Namely, the intrapreneurs. With the conclusion of the Global Entrepreneurship Summit last year, the call for more focus on raising entrepreneurs is further hipped up. Strongly linked to entrepreneurship are innovation, resources and risk appetite – what I’d like to term the “Entrepreneur’s Trinity.”

The thing is this, while being equipped with this ‘E-Trinity’ is ideal for growing any business, we often find many within an organisation who are excited about innovation but may have limited resources and a medium risk appetite. Thus, organisations should really start looking at growing their business through intrapreneurs within their company who can be the source of innovation and growth, while supporting them in different ways.

I remember some years back when I shared a profitable idea with the organisation I worked for. It was an idea that had nothing to do with my job, yet would have fitted very well into the organisation’s strings of businesses. It was welcomed with much enthusiasm by my mentor, the HR [human resources] people and some key stakeholders.

Unfortunately, the idea came to a major roadblock when they requested for resources to be borne by me. Hence, while I was innovative, I did not possess enough resources to run my idea, nor was I in a place to take the risk of leaving salaried employment – an obvious case of the absence of ‘E-Trinity’.

With that experience, I wondered if organisations and employees would grow faster and have more satisfaction if intrapreneurship was encouraged.

THE INTRAPRENEUR CHAMPIONS

Every other management guru today talks about the lack of innovation in organisations. Among those who have successfully cultivated such culture are companies like Google, LinkedIn and IBM. Coincidentally these are also organisations known for their support and active development of intrapreneurs.

For those new to this term, and have yet to Google it since you started reading this article, it simply points out that intrapreneurs refer to those working in an organisation who think of how to grow the business by monetising ideas, regardless if it is officially part of their job.

The late Steve Jobs describes his intrapreneurial team in Macintosh as “… a group of people, going, in essence, back to the garage, but in a large company.”

STEPPING UP THE INTRAPRENEURING GAME

Here are some thoughts I’d like to leave with you about stepping up your game in growing your organisation through an often neglected group of employees in Malaysia.

Be intrapreneurs ourselves!

Oftentimes, HR hides behind the workload of processes, recruitments and endless operational functions. Although we have grown to be ‘strategic’ in our approach through organisation development, let’s go one step further to consider how HR can have or grow profitable ideas through the intrapreneurs that we will select, enhance, embrace, support and leverage.

Redefine talents.

HR practitioners should go beyond just focusing on high performers – those who exceed their key performance indicators (KPIs). Instead, can we also look at the intrapreneurs within the organisation that may or may not be exceeding their KPIs but have great ideas brewing that can be turned into profitable projects but have nowhere to nurture it?

Active search for intrapreneurs in our midst!

Create a culture that encourages ideas to flow right forward. Google allows their intrapreneurs 20% of their work hours to just chill and spill ideas! Make it a safe place for crazy, wild and silly ideas to be thrown around. The only requirement: it must be profitable. Get these building intrapreneurs to pitch their ideas to a select committee before agreeing to support it.

Motivate intrapreneurs to be intrapreneurs!

While these potential entrepreneurs have great ideas, there are definitely reasons why they are still in your organisation and not out there making their ideas happen for themselves! Some of them may not be big risk takers or cannot risk their current job situation. So, create that platform for them to explore and make mistakes, but, at the same time, hold them accountable for the ideas presented and resources invested from the organisation.

As Richard Branson says it clearly, companies should have intrapreneurs – employees who are “… given freedom and financial support to create new products, services and systems, who do not have to follow the company’s usual routines or protocols.” The idea perceived as most profitable should be given an opportunity to be seeded, watered and grown.

Fund your intrapreneurs!

One of the other reasons that your intrapreneurs are still with you would be that they do not have the resources required. Some experts recommend that each organisation have an annual ‘Intrapreneur Budget’ to support the selected projects to reduce the approval – implementation gap. Take a chance on them!

Reward your intrapreneurs like how entrepreneurs would be rewarded!

Here’s the real challenge! Give them a share of profits in the ideas that have been originated and executed by them. If it makes money, let them have a stake in it! This way, they would have a sense of ownership of this idea to ensure that it is successful. Don’t be afraid to let them be financially rewarded – this will encourage more intrapreneurs to step up as well.

If you’re in doubt, just try to imagine a world without intrapreneurs. That would mean no PlayStation, no Post-it, no Virgin Atlantic (which means no inspiration for AirAsia) and no Gmail.

Would you search, support, fund and reward the next person who may change the way of life for millions? Think about it…

Elisa is married to an entrepreneur whose idea bank never seems to exhaust. She strongly believes everyone with a great idea should have the opportunity to have someone believe in their ideas enough to invest and grow it! Write to her at elisadass@leaderonomics.com. For more leadership content, visit www.leaderonomics.com
THE PAIN OF LEARNING

E VERY year, a number of us still make new year’s resolutions. Those usually follow some theme of positive transformation – new job, better relationships, a slimmer waistline…

Last week in “How We Learn”, we looked at the early days and subsequent growth of adult learning. This week, we explore some of the models and tools that take us beyond traditional, conventional trainings.

Let me illustrate this with a short anecdote:

Recently, my grandmother had to go for some physiotherapy sessions to stretch her leg muscles in order to prevent stiffening. As we began her physio session, she cried out for us to stop. The doctor then told us that she cried in anticipation of the fear of pain and not pain itself.

Arguably, one could say that the fear of pain is the residue of a healthy survival instinct – we flee from situations that carry the risk of pain or change. For example, the Arguable one could say that the fear of pain is the residue of a healthy survival instinct – we flee from situations that carry the risk of pain or change.

E-learning is an arguably cost-effective delivery method. However, organisations would do well to keep in mind that different delivery methods would suit different learning purposes and outcomes.

BUSINESS SIMULATIONS

The US National Center for Biotechnology Information cites the average American attention span as a total of eight seconds. Unsurprisingly, given our increase in exposure to external stimuli, our ability to focus on a given task with our minds intact has dropped remarkably. Hence, the need for interactive learning.

The Centre for Creative Leadership (CCL) identifies ‘feedback’ as a critical component in effective learning and leadership development – business simulations allow participants to experiment with different decisions and see immediate consequences for their actions. Critically, participants can give and receive instant feedback within the ‘safe’ environment of a simulation, and immediately work on applying their learnings for continuous improvement.

When you immerse a person within a safe but believable context, having to constantly make decisions, experience consequences, reflect on feedback whilst being motivated to complete the challenge in the game, mental focus is taken away from the fear of pain and change. The participant is gradually eased into a pattern of new thinking and behaviours.

MICROLEARNING

Among the latest buzzwords in the learning and development space, microlearning is a series of relatively short, specific ‘bursts’ or ‘units’ of learning. It’s commonly delivered on mobile devices, promoting learning through short-term interaction with micro-content. Whilst not yet widely recognised in educational psychology, microlearning is gaining momentum as ‘education for generation distracted’ – not surprising, given that today’s young learners have been weaned with rapid-fire online knowledge.

Microlearning has the potential to be a powerful tool for organisations to keep students and employees in a state of continuous learning as part of a blended learning philosophy. However, organisations should also know that microlearning has limited potential for sensing the subtleties of real-life context and situations, and hardly robust enough to replace an entire learning philosophy. Stay tuned – this space keeps on evolving.

K-Y Wen is part of the Learning and Development team in Leaderonomics’ Corporate Services unit. For more information on Leaderonomics’ business simulations and Silega™ simulations, contact her at jywen@leaderonomics.com

THE US-BASED TRI Corporation will be in Malaysia to conduct a one-day preview on ‘Knowing the Business’ and ‘Leading the Business’. TRI Corporation delivers state-of-the-art business simulations with live interactions that take participants out of their comfort zone to help them think strategically. For more information on the preview in December, contact Stephanie Ho at stephanie.ho@leaderonomics.com

Last week in “How We Learn”, we looked at the early days and subsequent growth of adult learning. This week, we explore some of the models and tools that take us beyond traditional, conventional trainings.
A displaced trust?
There are three principal causes of distrust. If you eliminate them, then people will naturally collaborate with each other; and they’ll do it because you would have removed their fears.

1. Pride
There’s good pride and bad pride. Good pride comes from the satisfaction of knowing that you made a difference. Bad pride comes from thinking that you did it all on your own, or that it was because you were superior to everyone else.

2. Gossip
Often, gossip accompanies pride. On the one hand, the proud person looks down on others; but just to make sure that everyone agrees with him or her, a little gossip is thrown in for good measure. No matter how you slice it, gossip ultimately is intended to emphasise the worst characteristics of a situation or another person.

3. Dishonesty
You’ve probably noticed a progression of ideas. First there’s bad pride—a superior feeling about other people and its associated behaviour. Then there’s gossip, the grease that makes sure that everyone notices that you’re squeaky clean while others are up to their eyelids in soup.

Dishonesty completes the trio. There’s nothing like a bald-face lie to persuade others that you’re so much better than the riff-raff.

Whether it’s true or not, if what you say is believable, then others will automatically assume that everyone else is lying.

Cultivating a collaborative culture
To create a collaborative culture means that you must think and do the opposite:
- Humility comes from sharing the credit or attributing success to others in a genuine way. This is really hard for most people. It’s one thing to say that you couldn’t have done it without your team; it’s quite another to say it in such a way that people actually believe that you mean it.
- Those who collaborate also assume the best about their colleagues, and they only say good things about them. In fact, they stand up for them in their absence.
- If you are as collaborative as you make yourself out to be, then you won’t be afraid to tell the truth.

A collaborative culture comes from collective collaboration. If all you do is talk about it, then it will never happen.

Morag Barrett is the best-selling author of Cultivate: The Power of Winning Relationships and CEO of SkyTeam (www.skyteam.com), an international HR consulting and leadership development company. Morag’s experience ranges from senior executive coaching to developing leaders and teams across Europe, America and Asia. For more articles on leadership and personal development, visit www.leaderonomics.com
EMBRACING CHANGE

BY HYMA PILLAY
hyma.pillay@leaderonomics.com

"The only people who like change are babies in wet diapers," a friend of mine said to me a few weeks ago, while we were having a conversation about change over coffee and cake.

It is true, to some extent. No one likes change. I personally don't. Change is difficult, it's messy, and it's troublesome. It involves risks and uncertainty.

However, as we all know, and as it has been talked about countless times in various articles, change is good.

Change pushes us forward; it takes us out of our comfort zones, and helps us achieve things we never knew we could achieve. It brings out the potential we never knew we had.

Like every other big step, the one thing that stops us from embracing change is fear. Fear of uncertainty, the fear of failing.

Whether it is a move to a new department at work, taking on a new leadership role, moving to a new organisation, or even to an entirely new industry, these steps can be very scary because of the uncertainties of what it may bring.

So, how do we overcome this fear?

Here are three steps to help overcome the fear of change:

1. UNDERSTAND AND ACKNOWLEDGE THE CHANGE

The first step to embracing change is to understand, acknowledge, and accept the change that you're going through.

List down the benefits you get from this change, and how it can help you in your career advancement and future growth.

List down your fears as well. Once you have written your fears down, you would be able to go through each fear and rationalise it. You can also craft a backup plan for some of the fears.

This way, instead of just being afraid and worrying, you will have an action plan so you are prepared in case the worst of your fears come true.

Once you have a clearer understanding of the benefits and your fears, it will be easier to accept the change.

2. SET SMART GOALS

Setting goals enables you to keep track and consciously guide changes, which also helps you to recognise your success. You can try using the SMART technique to set your goals:

- **Specific**: Create goals that are specific. For example, 'I want to increase the sales income of my new division by 40%', instead of 'I want to increase the sales income'.
- **Measurable**: Make sure there is a way for you to measure the goal to know that you are successful in achieving it.
- **Actionable**: Create goals that have clear action plans which you can take to achieve it. For example, 'I will dedicate two hours a day to research new clients I can approach for sales'.
- **Realistic**: Your goal has to be something that is achievable. Although it is good to dream big, there's no point in setting a goal which is unrealistic.
- **Timely**: Give yourself realistic timelines to achieve your goal. This keeps you on track with your goal, e.g. 'By May 2015, I will increase the sales income by 40%'.

By setting goals, you are also setting a good perception towards the change. Your goals would give you certain positive things to look forward to and keep you excited.

3. KEEP A POSITIVE MINDSET

Fear can create a lot of negative energy. It is important to keep a strong focus on the positive aspects of the change.

If the change you are going through is really big, have a strong support system. Speak to experienced people from work and outside of work to help you through it. They can probably help you see the positives.

Approach this change with a positive outlook. Change is progress. Most times, the beginning stages of the change can be a very painful one. It sometimes involves letting go of things we have grown very comfortable with.

Keep in mind that although it may seem very difficult in the beginning, it is up to you to make it better. If you're afraid of not doing well in your new department, work harder and show them that you deserve to be there.

If it's the fear of not having close relationships with your colleagues in your old job, step up and make new friends. Even the greatest relationships started with a simple “hello”.

FOOD FOR THOUGHT

Early last year, I went for a job interview, and I was asked if I wanted to join the editorial team. I said I would prefer not to, because I was not used to writing and was not very comfortable with it. In short, I didn't think I would be good at it.

I'm grateful that my interviewer didn't listen to me and decided to put me in the Leaderonomics editorial team. More than a year later, here I am, writing so frequently for this career guide. By embracing and accepting that change, I was pushed out of my comfort zone, and I found joy in something I never knew I could enjoy – writing.

"Without change, something sleeps inside us, and seldom awakens. The sleeper must awaken." – Frank Herbert

Hyma Pillay is operations leader for the Leaderonomics.com editorial team. She is still learning to cope and accept things that change around her, but has never regretted any of the big steps she has taken in her life.

You can email her at editor@leaderonomics.com. Read more of her articles at www.leaderonomics.com

EDITOR’S NOTE: Having faith in Hyma’s abilities and ‘can-do’ attitude, she was recently entrusted with a monumental project – way out of her comfort zone – through which she has proven yet again that she can accomplish great things when she sets her mind to it.