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Rule of thumb before you make the ultimate move
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TALENT IS NEVER ENOUGH
Destiny is determined by our choices
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IS CREATIVITY DEAD?
Harnessing the creative capacities in the young
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OF MOTIVATION AND RECOGNITION

RECOGNITION. Often something we expect from our HR (human resources) people, but this week, all the recognition is heaped instead on our HR colleagues! And deservedly so. We feature the winners of the 14th Malaysia HR Awards 2014 held recently and their journeys to success.

In our regular column Be a Leader, Roshan Thiran turns the adage “Winners never quit, quitters never win” on its head, offering interesting insights on when it makes sense to leave a job. Ultimately, the key to a successful career is constantly learning and growing.

Millie Ong offers yet another interesting perspective — asserting that we should consider ‘learning to unlearn’ rather than be mired in stagnated knowledge in the face of changing times and a world of uncertainty.

While Lee Hwee Tah poses the question ‘Are you proud of your work?’ and zeroes in on what motivates us, Elisa Dass asserts that it is important to realise that Gen-Y is not a group defined by having exactly the same needs and aspirations.

Rather, Gen-Y consists of key groups with distinct differences in their mindsets and motivations, and an understanding of these differences is necessary for employee retention.

In Learn from Books, Koh Eam Soo reviews Talent is Never Enough by John C. Maxwell on the topic of how one can become a talent-plus person?

Also on talent development, but starting younger, Sarah Tan highlights points made by Sir Ken Robinson on the possibility of a bleak future should we not address gaps in education of the young that currently suppress the possibility of a bleak future should we not address.

Last but not least learnt, we hear from Milke Soiin who very interestingly draws lessons from concert photography for effective communication with employees, with regard to compensation and benefits.

Have a fantastic weekend all!

KAREN NEOH
Editor
leaderonomics.com

Try this!

Do you have an opinion you’d like to share with us? Visit leaderonomics.com or write to us at editor@leaderonomics.com. Please provide your full name, occupation (designation and employer) and telephone number.

People-Centric

By SARAH TAN
editor@leaderonomics.com

You don’t even have to read very closely to know that the running theme in today’s pullout is the importance of putting people first to create a sustainable and successful company.

Simply summed up by BerylHealth, a healthcare call centre in Dallas, its equation, which it calls “The Circle of Growth”, is simple: valuing your people will lead to employee loyalty, which will eventually bring about a profitable business.

So, how should leaders act in order to turn their organisations into a more sustainable, people-centric businesses?

Here are a few methods:

1. Be a mentor
   An important step that can even be practised by those who are not necessarily in leadership positions, mentorship can be extremely beneficial to both parties.

Mentors get satisfaction from imparting their knowledge, and mentees are able to learn from the experienced people.

2. Provide benefits
   As we read on, there are many companies out there that are eager to ensure that their employees are comfortable in the workplace.

One of the many methods is providing benefits — with the popular ones including flexible working hours, job rotations, and even providing holiday packages.

3. Set company values
   Companies and their leaders play a significant role.

Companies who make the time and effort to set in place values that they believe in can attract employees who are looking for something more than financial satisfaction.

Leaders should be encouraged to actively reflect and practise these values, as action speaks louder than words.

4. Build trust
   As leaders and team members gain mutual respect in working together, trust is built.

Furthermore, leaders are able to entrust more tasks to their team members once there is trust, thus empowering them.

Strong trust in business relationships automatically expels negative presumptions, which boosts productivity and efficiency within a team.

Companies should do their best to accommodate the needs of their employees — while striking a balance between not giving in to every whim and fancy and having satisfied customers as well as a profitable business.

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

Tune in

Want practical tips for success on your way home from work? We’re on Capital FM 88.9FM in the Klang Valley and 107.6FM in Penang every Friday from 6pm to 7pm.

Join us!

The Science of Building Leaders

If you have any suggestions or feedback on our content, get in touch with the Leaderonomics team at editor@leaderonomics.com. For advertising and advisories, please contact Pravin Kumar at pravin.kumar@leaderonomics.com or +6011 2377 7850.
ARE QUITTERS LOSERS?

KNOWING WHEN TO GIVE UP

By ROSHAN THIRAN
rshan.thiran@leaderonomics.com

When I worked at NBC, a TV company in New York City, I was extremely frustrated with my boss. I thought she hated me as she gave me meaningless work and made me work on trivial matters. I started sending out my resume to other media organisations. I even went for interviews. I thought she hated me as she gave me meaningless work and made me work on trivial matters. I started sending out my resume to other media organisations. I even went for interviews. I thought she hated me as she gave me meaningless work and made me work on trivial matters. I started sending out my resume to other media organisations. I even went for interviews. I thought she hated me as she gave me meaningless work and made me work on trivial matters. I started sending out my resume to other media organisations. I even went for interviews.

Staying in your role may have some practical benefits too. For example, seniority has its merits: it’s harder for an employer to let go of someone trained with deep job knowledge. That’s not to say you should stay at all costs. I do believe that movement is good, especially if it enables you to grow and be outside your comfort zone. But quit for the right reasons. Remember, most people who succeed in the face of seemingly impossible conditions are people who simply don’t know how to quit.

When you ask, “Should I quit my job?” or consider moving to a new role in your current organisation. But there are some exceptions to this rule.

If you find yourself marginalised, or you dread the work, cut the loss and move on. Your job should bring out your passion and should not be dreary and energy-sapping. Ideally, never leave a role before two years unless you are extremely clear this role or company is not for you.

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A HR Award Night to Remember

Objectives and Purpose
The Malaysia HR Awards serves to recognise and acknowledge individuals and organisations/corporations in the HR community for their relentless effort in advancing the HR sphere, including developing talent, advocating best HR practices and trailblazing new HR initiatives.

The awards ceremony also serves as an excellent platform for the HR community to share and exchange ideas, as well as learn from one another.

Organisations with this accolade can boost their corporate profile and that of their HR leaders.

It also ensures peer recognition in the HR community for the commendable work of HR leaders in managing one of their greatest assets, i.e. the people in their respective organisations.

For more information about MIHRM and what it offers, please visit http://www.mihrm.com

T
HE highly-anticipated and celebrated 14th Malaysia HR Awards 2014 ended with a bang on the grand evening of Nov 13, 2014 in Kuala Lumpur.

Held annually since 1999, the coveted human resources (HR) event was organised by the Malaysian Institute of Human Resource Management (MIHRM) in partnership with a leading online job portal. The globally recognised HR Awards ceremony was graced by the Deputy Human Resources Minister Datuk Seri Haji Ismail bin Haji Abdul Mutalib, top HR leaders across industries as well as other dignitaries.

There were eight HR award categories (See Table 1 for award categories and award winners), with winners awarded grand, gold, silver and bronze.

A panel comprising 10 members (selected from the Council of MIHRM, HR practitioners from the industry, and academicians) makes the initial ratings and scores for each category of awards, and shortlists five finalists for the top award in the relevant category.

A panel comprising eight members (selected from the senior fellowship of MIHRM, senior representatives from past winners and invited senior managers of organisations) deliberates and confirms the ratings, and shortlists three finalists in the relevant identified category.

A panel comprising eight members (selected CEOs of organisations from past winners and invited CEOs) deliberates shortlisted finalists and selects the top winners in the relevant identified category.

The finalists may be invited to present their achievements.

The panel comes to a collective decision on the winners.

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Table 1

<table>
<thead>
<tr>
<th>Award category</th>
<th>Name of organisation / individuals</th>
<th>Award</th>
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</thead>
<tbody>
<tr>
<td>Employer of Choice</td>
<td>RHB Banking Group</td>
<td>Grand</td>
</tr>
<tr>
<td></td>
<td>Samsung Malaysia Electronics</td>
<td>Gold</td>
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<tr>
<td></td>
<td>SCicom (MSC) Bhd</td>
<td>Gold</td>
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<td></td>
<td>General Electric International Inc</td>
<td>Gold</td>
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<td></td>
<td>Mondelēz Malaysia Sales Sdn Bhd</td>
<td>Gold</td>
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<tr>
<td></td>
<td>Continental Malaysia</td>
<td>Silver</td>
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<td></td>
<td>Scope International Sdn Bhd</td>
<td>Silver</td>
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<td></td>
<td>Johor Port Bhd</td>
<td>Silver</td>
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<td></td>
<td>Pulcini Nappa (M) Sdn Bhd</td>
<td>Silver</td>
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<td></td>
<td>Hewlett-Packard Multimedia Sdn Bhd</td>
<td>Silver</td>
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<td>Encorp Bhd</td>
<td>Silver</td>
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<td></td>
<td>Dimension Data (M) Sdn Bhd</td>
<td>Silver</td>
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<td></td>
<td>Dutch Lady Milk Industries Bhd</td>
<td>Silver</td>
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<td></td>
<td>Dell Global Business Center Sdn Bhd</td>
<td>Silver</td>
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<tr>
<td></td>
<td>Gleneagles Hospital Kuala Lumpur Worldwide Holdings Bhd</td>
<td>Bronze</td>
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<tr>
<td>SME Best Employer</td>
<td>[Winner undisclosed]</td>
<td>Silver</td>
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<tr>
<td>HR Innovation</td>
<td>Segi Value Holding Sdn Bhd</td>
<td>Silver</td>
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<td></td>
<td>Danfoss Industries Sdn Bhd</td>
<td>Silver</td>
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<td></td>
<td>i-Talent Management Sdn Bhd</td>
<td>Silver</td>
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<tr>
<td>HR Best Practices</td>
<td>Berjaya Starbucks Coffee Company</td>
<td>Gold</td>
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<td></td>
<td>Premiere Conferencing (Malaysia) Sdn Bhd</td>
<td>Gold</td>
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<tr>
<td></td>
<td>BASF (Malaysia) Sdn Bhd</td>
<td>Silver</td>
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<td></td>
<td>Nu Skin (Malaysia) Sdn Bhd</td>
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<td></td>
<td>Bangkok Bank Bhd</td>
<td>Silver</td>
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<td>Mah Sing Group Bhd</td>
<td>Silver</td>
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<tr>
<td>HR Leader</td>
<td>Goh Thuan Hooi (formerly from Mah Sing Group Bhd)</td>
<td>Gold</td>
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<td>Sugunah Verumandy (General Electric International Inc)</td>
<td>Gold</td>
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<tr>
<td>HR Manager</td>
<td>Cherry Chew Pooi Yee (Premiere Conferencing (Malaysia) Sdn Bhd)</td>
<td>Gold</td>
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<td></td>
<td>Rebecca Khor Ying Ying (Bangkok Bank Bhd)</td>
<td>Silver</td>
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<tr>
<td>HR Specialist</td>
<td>[No contenders]</td>
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<td>HR Best Student Project</td>
<td>[No contenders]</td>
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JOURNEY TOWARDS A HIGH-PERFORMING ORGANISATION

RHB Banking Group has a history of over 100 years. Established through a series of significant mergers and acquisitions, the Group’s history has provided a strong foundation that has allowed the Group to emerge stronger as it strives for further growth. It is today the fourth largest fully integrated financial services group in Malaysia, and the Group’s core businesses are streamlined into three main business pillars, namely:
- Group Retail and Commercial Banking
- Group International Business
- Group Corporate and Investment Banking

The Group’s regional presence now spans nine countries: Malaysia, Singapore, Indonesia, Thailand, Brunei, Cambodia, Hong Kong, Vietnam and Laos.

OUR CULTURE. OUR VALUES. OUR RHB WAY

What sets RHB Banking Group apart from the rest is the dynamism of the people that make up RHB. The RHB team takes pride in everything they do, guided by the principle of delivering the best – best in service and in practice in order to be the best financial services provider. The Group is where it is today because of its people.

Guided by P.R.I.D.E, which stands for their core values Professionalism, Respect, Integrity, Dynamism and Excellence among all employees at RHB – managing its people by treating them not just as an employer but as a partner in ensuring employee experience fulfillment and holistic development at the workplace.

THE PEOPLE AGENDA - A LONG JOURNEY AHEAD

RHB Banking Group, in its strategy or people agenda, aspires to be a prominent employer of choice within the region. This is in tandem with its aspiration to be a leading multinational financial services group.

To this end, the Group has put in place various initiatives to engage, develop and nurture its people including:

◆ PEOPLE ENGAGEMENT – THINK, FEEL, AND ACT

It is known that an organisation is made up of its people. At RHB, it is about engaging its people to think, feel and act as one.

In promoting this and ensuring the impact spreads across the organisation, steps were taken to align its operating structure, values and mission. The leadership team within RHB undertook their own personal alignment. Anchored by its P.R.I.D.E core values, the changes slowly but surely made an impact on its people.

◆ COMMUNICATIONS – TOGETHERNESS IN ASPIRATIONS

Internal communications were increased with RHB leaders making an increased effort to communicate and stay in touch with their colleagues and team members through roadshows, town-halls, and coffee and breakfast sessions, where aspirations are shared to motivate and nurture the RHB family.

◆ BEST IN CLASS – THE WAY FORWARD

Over the last few years, RHB has shown significant improvements as an employer in various areas. This continues to be acknowledged by the industry with the various awards and recognitions garnered, including the MIHRM Grand Award for Employer of Choice, HR Asia Best Companies to Work for 2014, GRADUAN Brand Awards Top 50 Companies and the Malaysia’s 100 Leading Graduate Employer.

◆ GREAT TEAMS – NURTURING FOR SUCCESS

Great teams are made up of a combination of various strengths of its members. At RHB, these teams work towards nurturing and developing each member’s strengths to his/her fullest potential. Development in areas of leadership, technical and functional competencies are already in place. Training platforms such as online learning has been made available for its people since 2011. High potential talents are provided with a structured development programme across the organisation, and fresh talents are enrolled in its Structured Management Associates Programme.

◆ DYNAMIC WORKPLACE – GROWING TOGETHER WITH US

At RHB the focus is on creating a dynamic workplace. The approach of “Hire for Potential” is applied in their hiring and selection process. Through its Competency Based Talent Management Framework, RHB ensures that the best talents become a part of the RHB team. RHB also ensures that the performance of its people is measured regularly and applies the Balanced Scorecard as its performance measurement tool. Applying stretched KPIs (key performance indicators) and challenging targets is a normal practice within the organisation. In return, high performers are rewarded accordingly.

The organisation also prides itself in ensuring that its rewards practices are competitive and on par, if not superior, to the practices of the industry which are performance-based, holistic and place emphasis on the interest of their employees.

◆ RHB WAY – GREAT TEAMS, DYNAMIC WORKPLACE

RHB is constantly looking at the various aspects of talent management to build a high-performing regional ready workforce and this includes transforming its human resources operating model, enhancing talent development platforms and putting in place an enterprise-wide human resource and client management system.

◆ MOVING FORWARD

The Group believes that striking the right balance between organisational demands and employee needs is vital and that it is crucial to ensure sustainability throughout all aspects, be it in business operations, people performance and productivity. RHB recognises that employee needs at the workplace are individually different and they strive to build an environment where employees are fully engaged and committed to business success.

It is also committed towards building a work environment that is conducive with a culture that cultivates commitment towards a common objective.

Going forward, the RHB Banking Group will continue to strive towards being a high-performing organisation and position itself as a preferred employer across the region.
STARBUCKS sets out to be a different kind of company. One that not only celebrates coffee and the rich tradition, but that also brings a feeling of connection.

OUR MISSION
To inspire and nurture the human spirit — one person, one cup and one neighbourhood at a time.

HOW ARE WE DIFFERENT?
Our partners are our biggest assets and we take pride in taking care of them, making them an integral part of the company. We manage our business through the "lens of humanity". We do not call our people "employ-ee" or "staff" but we call ourselves partners. As a partner, we believe that your spirit deserves to be inspired and nurtured too.

We do this by striving to be a great company to come to work for, and to continue working for.

EMPLOYER BRANDING
Branding has always been one of the most essential elements for our business success. At Starbucks, we give our partners an opportunity to be more than an employee.

Our Employee Value Proposition (EVP) is aimed to retain, engage and motivate employees in exchange for their productivity and performance.

In our term, it’s known as providing the “Starbucks Experience” which includes extrinsic (rewards and benefits) and intrinsic (opportunities for career development) elements. We believe in contributing to the management style, work environment and culture.

To align our EVP with our employer branding, we have launched an employer brand campaign with narrative concepts and campaigns, revolving around "opportunities".

We strategically support our EVP with our Talent Attraction Channel where we plan, attract, select, hire, and provide great compensation and benefits.

PARTNER DEVELOPMENT
Setting expectations is a norm at Starbucks. By knowing what to expect, we empower partners to chart their own path and manage their own success. We provide learning and development programmes to support our partners in their structured career pathways.

Aligned with our Starbucks mission, we strive to engage and inspire our partners to achieve their personal best every day by providing internal promotion opportunities.

Our partners are our customers. The most inspiring moments is to know that there’s always an opportunity to grow with the company. Internal promotion directly supports our key business objective which is store growth in Malaysia.

We are also committed to the professional and personal development of our partners. We believe our partners can develop themselves by developing others.

Starbucks facilitators and coaches are store managers selected based on their passion for training, expertise in their role and store operations, and their ability to engage learners in a positive way while ensuring learning objectives are met.

The sustainability of a company often relies on the speed of knowledge and information distribution and this can be achieved through best practices sharing.

To optimise on best practices sharing, Starbucks Malaysia is actively connected with both our local and overseas networks.

Starbucks introduces formal and informal, planned and spontaneous, tangible and intangible recognition; focusing on acknowledging our partner’s desired behavior, efforts and achievements.

With majority Gen-Y in the workforce, the recognition and award system is shifted to become more personal and situational and it has proven to be the top motivator of employee performance.

COFFEE AND CULTURE
It is Starbucks’ main goal to cultivate a coffee culture. As such, we generously share coffee knowledge with all partners to empower everyone to become a brand ambassador.

We strive to develop our partner’s passion in coffee and to enhance their coffee expertise. The more they know about the product, the more confident and pride they gain.

For Starbucks partners who want to elevate their coffee passion, we provide the following two platforms: Coffee Master Programme and Latte Art Programme.

In Starbucks, we provide opportunities for our partners to go back to where it all started, the Coffee Farm. The Origin Experience programme is an immersive coffee-education trip that allows Starbucks partners to experience, with all their senses, coffee-growing origins from different parts of the world.

Empowerment is our culture. We are known for our coffee at Starbucks, but our people make us famous.

Starbucks partners are empowered to own their actions and are trusted to create highly satisfied customers. Our responsibility to ensure moments of connection empowers us to act.

We create inspired moments in each customer by providing the best customer service possible and doing what it takes to ensure the customer leaves highly satisfied with his/her experience.

HUMANITY AND LOVE
The Starbucks Malaysia CUP Fund (CUP simply means Caring United Partners) was inspired and created in Jun 22, 2007.

This programme empowers partners to help each other when experiencing significant hardship due to catastrophic circumstances, including natural disasters.

All partners are eligible to apply for assistance. This programme is funded solely by partners’ monthly contributions and fundraising activities.

Starbucks takes pride in human connection; not only with customers but internally with our partners.

We encourage partner engagement and we have an operations services team that creates the best in class operations by enhancing customer and partner satisfaction and engagement.

Starbucks organises fun, relevant and engaging activities for partners all year round which includes local and overseas leadership conferences in Asia-Pacific countries.

CHAMPIONING THE COMMUNITY

Starbucks partners lead community service projects focused on the individual needs of the neighbourhoods where they live and work. Malaysia is the highest contributor of CSR hours among the Starbucks Asia Pacific region.

In April, Starbucks Malaysia achieved 18,990 volunteer hours, completed 32 community service projects that involved 1,016 partners, 2,500 customers and business partners.

To celebrate 15 years in Malaysia, Starbucks Malaysia launched the Connecting Community in Malaysia project, a scalable community project that contributes to small villages that focus on local farming/sourcing.

Sydney Quays, managing director
June Beh, senior partner resources manager

FACTS & FIGURES:

- 182 stores throughout Malaysia.
- Starbucks has 3,200 partners.
- 113 store managers and assistant store managers promoted in 2014.
- 100% of our operations leaders are internally promoted.
- 72,000 training hours through structured learning & development.
- Total community service hours contributed: 43,000 hours.

Championing the Community

Starbucks partners doing their part for the community during GMoS 2014.
FROM its first sales and service centre in 1975, GE Malaysia has grown in terms of presence, operating mainly out of their headquarters in KL Sentral, an aircraft engine maintenance, repair and overhaul centre in Subang, as well as several key customer sites throughout the country supporting many leading Malaysian companies across various industries. Malaysia remains an important market for GE’s ASEAN growth strategy, as it offers significant opportunities for growth and innovation due to its strategic location, strong infrastructure and supportive government policies.

GE Malaysia has a workforce of over 700, of which 90% are Malaysians. They also hold positions supporting GE’s operations worldwide.

GLOBAL INNOVATION ECOSYSTEM

Innovation is a major thrust of Malaysia’s development plan to move the economy up the value chain, shifting wealth creation away from the traditional drivers of economic growth (land, labour, and capital) towards knowledge, technology and innovation.

GE is committed to supporting the growth of Malaysia’s innovation ecosystem through collaboration with local government agencies such as Agensi Inovasi Malaysia and the Malaysian Green Tech Corp through public awareness campaigns, joint market development and open innovation initiatives.

NURTURING TALENTS AND GROWING LEADERS

Reinforced in its effort to grow its people, GE became No. 1 in the world in the Aon Hewitt Top Companies for Leadership survey 2014.

- Leadership training and development
  - To develop Malaysian talent, GE conducts various training and development programmes, for its employees, at all levels.
  - GE also collaborates with local partners like TalentCorp to address key issues on talent management, as well as with local universities and colleges on internship and outreach programmes.

- Supplier system and SME development
  - GE’s operations in Malaysia support the growth of supply chains, increasing the competitiveness of local suppliers and contributing to job creation for Malaysians in the healthcare, oil and gas, and aviation sectors.

Globally, for every GE job created, an additional six to seven jobs are created in the supplier industries GE works with.

In Malaysia, there are more than 2,000 vendors supplying services and products to GE across various businesses, with an estimation of over 400 Malaysia-based suppliers. Aside from purchasing directly from Malaysian suppliers which supports local job creation, GE also shares global best practices and technological know-how to help the up-skilling of local talent and enables local companies to become more competitive.

GE’S LEADERSHIP PHILOSOPHY

VIKRAM Cardozo, senior human resources (HR) director for GE ASEAN, sums up GE’s leadership philosophy:

- Mentorship-based company whereby great results and deliverables are vital.
- Collaborative and teamwork-based company whereby there is no “me” but “we” in the organisation.
- Experiential company whereby GE employees learn from 80% on-the-job stretched assignments and 20% from formal trainings.

“DEVELOPING PEOPLE IS EMBEDDED IN OUR CULTURE AND INTEGRAL TO OUR GROWTH. IT’S HOW WE HAVE GLOBALLY SUSTAINED A 130-YEAR RECORD OF INNOVATION AND REPPLICATION FOR LEADERSHIP AND HOW WE SOLVE THE WORLD’S TOUGHEST CHALLENGES.”

“We believe that everyone at GE is a leader. When one person grows, we all grow and together we all rise. We grow our leaders to drive better outcomes.”

– Vikram Cardozo, Senior HR director for GE ASEAN

DRIVING A CULTURE OF INNOVATION

A diverse workforce culture at GE facilates a conducive environment to drive innovation and inspiration.

GE becomes No. 1 in the world’s most competitive company list. TEMPO/VIKRAM CARDIZO

“AS PART OF GROWING EMPLOYEES, LEADERS ARE ENCOURAGED TO INVEST A THIRD OF THEIR TIME TO DEVELOP THE NEXT GENERATION OF GE LEADERS.”

- Stuart Dean, CEO of GE ASEAN
Ways you can get promoted at any point in your career

1. BE VISIBLE

Earning a promotion is as simple as being seen. The first rule of promotion is to make sure you are fully aware of your company’s promotion timeline. Ask your manager or business contact what the key steps are to the process.

2. CREATE YOUR DELIVERABLES

If you work in a world-class company that uses a performance management system, then you should have a document that details your key deliverables. The manager’s goal is to make sure you are fully aware of your responsibilities and that you are working towards those deliverables.

3. MANAGE THE POLITICS

Politics is a key component of any organization. There are two main reasons why an employee fails to get promoted: the employee’s manager fails to develop him or her, or he or she was wrongly hired. The first case happens more often than the latter.

Here’s the got: your boss should know if you are up for promotion, but that doesn’t mean he or she is just going to sit around and watch you grow.

Ultimately, your boss is responsible for your training and development journey. Just like Hollywood, your boss is a talent manager and you are the star. You are “Luke Skywalker” and he or she is “Obi-Wan Kenobi”.

Your goal should be to identify your strengths and weaknesses, and what projects that will stretch your abilities so that you are ready for a bigger role and not just another one. Then, start exhibiting behaviors of a leader, and not just do it as a way to show off your impressive skills. Then, get new corporate head and think about the company’s well-being, and not just your own.

When you are promoting, your message should be clear: I am ready for something more.

Four Things That Matter

1. Your Vision of Your Future

Your vision of your future will play a key role in determining the success of your promotion. Whether you are looking to change careers or just move up the corporate ladder, your vision will be a key factor in determining your success.

2. Your Performance

Your performance is a key factor in determining your success. If you consistently deliver above expectations, your boss will be more likely to see you as a promotion candidate.

3. Your Network

Your network is a key factor in determining your success. If you have a strong network of colleagues and friends, they will be more likely to recommend you for a promotion.

4. Your Experience

Your experience is a key factor in determining your success. If you have a strong history of success in your current role, your boss will be more likely to see you as a promotion candidate.

5. Your Leadership

Your leadership is a key factor in determining your success. If you consistently demonstrate leadership skills, your boss will be more likely to see you as a promotion candidate.

6. Your Skills

Your skills are a key factor in determining your success. If you consistently demonstrate skills that are in high demand, your boss will be more likely to see you as a promotion candidate.

7. Your Attitude

Your attitude is a key factor in determining your success. If you consistently demonstrate a positive attitude, your boss will be more likely to see you as a promotion candidate.

8. Your Influence

Your influence is a key factor in determining your success. If you consistently influence others to take action, your boss will be more likely to see you as a promotion candidate.

9. Your Resourcefulness

Your resourcefulness is a key factor in determining your success. If you consistently find ways to solve problems, your boss will be more likely to see you as a promotion candidate.

10. Your Creativity

Your creativity is a key factor in determining your success. If you consistently come up with new and innovative ideas, your boss will be more likely to see you as a promotion candidate.

11. Your Persistence

Your persistence is a key factor in determining your success. If you consistently push for your goals, your boss will be more likely to see you as a promotion candidate.

12. Your Adaptability

Your adaptability is a key factor in determining your success. If you consistently adapt to new situations, your boss will be more likely to see you as a promotion candidate.

13. Your Integrity

Your integrity is a key factor in determining your success. If you consistently demonstrate integrity, your boss will be more likely to see you as a promotion candidate.

14. Your Emotional Intelligence

Your emotional intelligence is a key factor in determining your success. If you consistently demonstrate emotional intelligence skills, your boss will be more likely to see you as a promotion candidate.

15. Yourfollowers

Your followers are a key factor in determining your success. If you consistently have a strong following, your boss will be more likely to see you as a promotion candidate.

16. Your Network

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COMMENDABLE HR INITIATIVES BY BANGKOK BANK

SMALL STEPS THAT LEAD TO BIG POSITIVE CHANGES

BANGKOK Bank Ltd, Kuala Lumpur (KL) branch was established on Jan 23, 1959 offering a full range of commercial banking services. Bangkok Bank Bhd (BBB), incorporated on May 12, 1994 to take over the operations of the KL branch, is a wholly-owned subsidiary of parent Bangkok Bank Public Co Ltd with an authorised and paid-up share capital of RM400mil.

BBB can take pride in its double silver wins at the 14th Malaysia HR Awards, namely in the HR Best Practices and HR Manager categories.

With the wins, BBB is very much aligned with its aspirations to:

- Become the leading relationship foreign bank in Malaysia.
- Add value to its customers’ business by providing quality products and excellent service.
- Deliver comprehensive financial solutions to meet customers’ business requirements.

Even though BBB is often perceived as a small overseas bank in Malaysia, its human resources (HR) initiatives are highly commendable and on par with other banking institutions.

Holding steadfast to BBB’s core vision, mission and values, HR corporate rate strategies are integrated in such a way to empower its HR to support the bank’s competitive edge and growth.

Today, BBB has five branches in Malaysia, located in KL, Klang, Penang, Johor Baru and Muar.

Team BBB (from left) Theam Yuen Wai, Desmond Cheang, Ng Wai Hoy, Datuk Seri Haji Ismail Haji Abd Muttalib (Deputy Minister of Human Resources Malaysia), Rebecca Khor, Calbert Loh, Laura Wong, Yee Cheiea Hung and Mohd Zaki Yusoff.

Phongs, also involved in community-based activities as part of their CSR initiatives such as blood donation drives and visitations to orphans and retirement homes.

“Various new ideas and employee development programmes were introduced by the HR department, thanks to Rebecca and her team, to retain talents and enhance employee welfare. That helps to reduce the staff turnover rate in the bank.”

– Ng Wai Hoy, senior vice-president and head of operations department.

GUIANGETTE Khor Ying Ying, vice-president and head of human resources at BBB, was recently accorded the silver award for HR Manager in this year’s edition of the Malaysia HR Awards for her relentless effort to transform BBB’s HR management from an operational to a strategic one and now, a human resources corporate strategy (HRCS) function.

Under Khor’s leadership, the HRCS unit has successfully implemented some sustainable steps to develop, engage and retain BBB talents. These include:

- Implementing BBB’s group-wide performance management system aligned with the bank’s global practice.
- Managing employee retention strategies by understanding their skills and competencies.
- Developing comprehensive succession planning through management development and leadership awakening programmes.

“Rebecca has transformed the HR department to be the most efficient and effective department, with a proper set of guidelines, procedures and several initiatives that she and her team have implemented over the years for the betterment of employees of the bank.”

– Robert Loke, executive director and CEO of BBB.

“I have relied on Rebecca to ensure that the HR function remains at the forefront to support the business strategies of the bank. This includes the formulation of an all-encompassing HR programme that is aligned to the business requirements of the bank.”

– Amar Jauhari Abang, director and CEO of BBB.

For more information about what Bangkok Bank Bhd has in store for your career go to http://www.bangkokbank.com.my/contact.php

KEY HR BEST PRACTICES AT BBB

1 DEVELOPMENT OF HUMAN CAPITAL

- To ensure management levels acquire effective leadership and management skills.
- To leverage its competency model to improve workforce competency.
- To improve capability and work quality.

2 RETENTION OF CRITICAL SKILLS AND KEY RESOURCES

- To position the bank as the employer of choice by offering competitive total reward packages.
- To address concerns affecting employee rewards, quality of work, work-life balance, personal values and cultures.

3 CREATION OF A HIGH PERFORMANCE CULTURE

- To benchmark and bring culture alignment initiatives to increase job satisfaction, commitment and employee engagement.
- To enhance competency-based recruitment processes to ensure right potential candidates.

OBJECTIVES

INITIATIVES

LEADERSHIP AND PEOPLE MANAGEMENT

- Structured leadership and people management programmes.
- Management development programmes.

INDIVIDUAL AND TEAM COMPETENCY

- BBB competency model.
- Job rotation, top talent programme, top star award.
- Job quality training, work processes training.

REWARD, RECOGNITION AND RETENTION PROGRAMMES

- Pay for performance/competency reward system.
- Periodic review of reward package.
- IRT framework on job levels, titles and hierarchy.
- Retention initiatives under human capital development.

MANAGEMENT PROCESSES AND SYSTEMS

- Competency and behavioral-based recruitment process.
- Periodic review of Performance Management System.
- Robust recruitment exercise.

VALUES AND CULTURES

- Corporate Orientation Programme.
- Employee engagement programmes and CSR (corporate social responsibility).

WORK PROCESSES AND SYSTEMS

- Intranet project on HR system and processes.
- Employee retention programmes.
- Channels of access to information.

AN AVENUE FOR REJUVENATION

Being a strong purveyor of work-life balance, BBB Sports and Recreational Club (SRC) was established for the sole purpose of nurturing a spirit of camaraderie among employees. It is an avenue for relaxation from work-related stress.

Besides cultivating team spirit through fun activities such as sports tournaments, family days and treasure hunts, SRC is also involved in community-based activities as part of their CSR initiatives such as blood donation drives and visitations to orphans and retirement homes.
GOING THE EXTRA MILE

TECH-DRIVEN: A STEADY PRESENCE OF CONTINENTAL

Best employees (selected quarterly) are rewarded by the company’s “A Day Away” programme where they and their families are given a holiday package. The company also has a monthly internal newsletter. “We share our common goals, focus on improvements and also our successes, small or big. We celebrate with our employees and make them feel proud of themselves,” Ahmad says.

“I hope that their families will be proud to have one of their family members working here,” Ahmad says.

“Since 2013, we have established a Trainee Pool Programme to its employees. One of the many initiatives that the company sponsored by Continental. During their first six months, they will be sent to Germany,” he said. The trainee pool programmes are sponsored by Continental.

“After the six months, they will go back to the market for plant stay where they rotate between different roles to gain an overview of Continental.”

“Upon completion of the programme they will be placed based on their performances. We are looking for the best candidates in the market – young, fresh graduates – to join this training programme,” he says.

WHAT’S NEXT

With many exciting things ahead of them, Ahmad shares that the company’s main aim is creating a better platform for employees and their families, Ahmad says.

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LEARNING TO UNLEARN

BE AGILE OF THE UNKNOWN

By MILLIE ONG
mille.ong@leaderonomics.com

“Be agile of the unknown. The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” – Alvin Toffler.

SO you’ve graduated after spending the last three to four years of your life absorbing an inane amount of knowledge. Congratulations! The job search went well and here you are at your first-ever job, ready to practise all the things that you learnt in class. First task on the job? Learn to unlearn.

WAIT… WHAT?

Yes, it’s essentially time to forget everything you know and start afresh. However, you thought what you learnt was wrong. In fact, it will be extremely useful to you at many points in your career. But it can also hold you back. Relying on what we are sure of and what we have learnt can be comforting against the multitude of uncertainties in life. It’s the comfort zone that we fall back on when we need assurance. Instead of embracing change or new things, it is simply much easier to just focus on what you know and go from there.

WHEN UNCERTAINTY IS CERTAIN

Many of the jobs and competencies needed in today’s workplace did not exist five years ago, meaning that all who were successful in them had to unlearn and relearn at some point in their careers. Being willing and able to unlearn leads to one being more open towards new ideas, perspectives and knowledge. Even if your prior knowledge and skills were able to lead you to success in your present, the success of your future is vastly different.

So, take a step back and begin again – you never know what else there is out there.
AN ENRICHING START

SCICOM WELCOMES FRESH GRADUATES WHO WANT TO MAKE A DIFFERENCE

By PREMA JAYABALAN
prema.jayabalan@leaderonomics.com

I may have started out as a humble call centre in 1997, but today, Scicom (M) Bhd stands proud as a renowned business process outsourcing avenue which supports customers from 89 countries globally.

This enterprising entity with a workforce of 3,000 employees has been listed in the Global Services Top 100 Companies for six consecutive years. Catering to a diverse group of clients, Scicom’s services comprise integrated outsourcing (business process outsourcing and knowledge process outsourcing) solutions, IT outsourcing, software application development, e-commerce solutions, strategic operational consulting and marketing services, back office processing and a host of training and education products in customer and service management.

“We strive to provide top-notch quality services to all our customers from all parts of the world. In line with this, we are focused on moulding a capable and innovative workforce that will be able to take our customers by storm in ensuring a fulfilling and satisfying journey with Scicom,” says Shanti Jacqueline, senior vice-president, human resources, learning and development and total quality management.

EMPLOYEES COME FIRST

Having won the Best Employer category (gold) at the recent Malaysian Institute of Human Resource Management HR Awards, Scicom attributes its third win as “Employer of Choice” to its belief that in addition to robust strategies, leading edge IP and inspiring leadership, its sustained business performance and growth

are driven by capable people who are motivated to make a difference every day.

“Our culture, values, policies and people programmes all consistently demonstrate our acknowledgement that employees are critical contributors to the success of our organisation,” explains Shanti.

“At Scicom, a career opportunity is available as soon as you graduate. We believe that everyone has his or her own special skill set and all you need to do is find it with us. “With us, you can embark on an interesting and fulfilling career that will provide you opportunities to excel in various functions of the business. First preference is always given to employees with the right skills and attitude, whenever there is a vacancy.” According to Shanti, once an employee has completed a tenure of 12 months in a role, he or she can explore opportunities in other roles across the organisation.

“All our young graduates want to be successful, however, the road to success may not always be a clear, straight one. Many of them need to be steered towards the right direction and with Scicom’s structured career pathway, our employees are equipped with the necessary skills and mindset to embark on their successful journey.”

THE 3Cs PEOPLE PHILOSOPHY

Scicom has a unique people philosophy – the 3Cs which stand for care, career development and compensation – that provides employees with a nurturing and enabling environment to bring out the best in them as an individual and a professional.

Some of the key 3C-based initiatives are:

- Robust and transparent HR policies and procedures.
- Market-competitive salaries and benefits.
- Objective/KPI driven performance and reward process.
- Structured employee communications programmes.
- Talent assessment, recognition and development programmes.
- Equal employment opportunities.
- Job rotation and enrichment programmes.
- People management workshops.
- Technology enabled HR tools.
- Caring, enabling and rewarding culture.

MAD FOR SCICOM

At Scicom, all employees are aligned to a common framework based on the philosophy of Making A Difference (MAD). This framework enables all of its people to speak one common language, share common values and establish a common purpose of being which eventually drives value creation in the areas of profits, service delivery, capability building, employee engagement and social responsibility which guides them towards achieving the company’s goals.

With its vision of providing “Total Customer Delight”, Scicom is committed to building a dynamic, robust and skilled workforce that will build a solid and lasting relationship with its wide range of clients throughout the world.

To explore a career with Scicom email careers@scicom.com.my or visit http://www.scicomintl.com

Shanti Jacqueline, senior vice-president, human resources, learning and development and total quality management.

By LEE HWAI TAH
editor@leaderonomics.com

I caught a TED Talk by Dan Ariely some time ago on what motivates us at work, and I thought of sharing a few useful insights.

“We really have this incredibly simplistic view of why people work and what the labour market looks like,” said Ariely, who is a behavioural economist.

When you look carefully at the way people work, you find that there’s a lot more at play and a lot more at stake than money.

MORE THAN JUST MONEY

During the talk, Ariely provided evidence that apart from money, we are also driven by the following:

- Meaningful work
- Seeing the fruits of our labour makes us even more productive. We enjoy reaping the results.
- Approval, acknowledgement and appreciation from others
- Positive reinforcement that makes us feel valuable, validated and significant.
- The amount of effort we’ve put in: the harder the task is, the prouder we are

We enjoy and relish challenges; we naturally will rise up to meet them. We’re proud of “tough” achievements.

- Knowing that our work helps others or serves the greater good
- There is a good feeling knowing that our works serve the world and the people out there.

It’s a good reminder for leaders that your people are not cogs in the factory machine or slaves for money.

There’s a deeper motivation behind why they do what they do – the significance of what they do. It’s not just about the money.

COACHING QUESTIONS

1) What motivates you at work?
2) What makes your people work harder and better?
3) What is missing at work right now?

Hwai Tiah is the founder of Coaching-Journey.com and a certified professional coach and associate certified coach with ICF (International Coach Federation). You can contact him at editor@leaderonomics.com. For more articles on leadership and personal development, visit www.leaderonomics.com

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Shanti receiving the award for the Best Employer category (gold) on behalf of Scicom.
JOB-HOPPING PHENOMENON

A MULTIGENERATIONAL RESPONSIBILITY

By ELISA DASS AVIN
elisadass@leaderonomics.com

DID you know that 91% of Gen-Y employees leave their jobs in less than three years? (Multiple Generations @ Work survey by the Future Workplace®) If you speak to some friends (or Google) about this, most of them would attribute these — one to two years’ work stint to the same reason — the “disloyal” Gen-Y? While many stated reasons are undoubtedly true, let’s explore other factors that have also contributed to this phenomenon, and see if we can minimise this culture and effects of job-hopping in the coming years before we welcome in the Gen-Z graduates.

What’s commonly read of job-hopping is that it is done for career growth, quick salary increments and a lack of company loyalty. While that may be true in some cases, many fail to see that Gen-Y consists of key groups with distinct differences in their mindsets and motivations. These are some key groups of Gen-Y in the current business world:

● The driven Gen-Y
These are the Gen-Ys who probably have Trave McCoy’s Billionaire as their life’s theme song. Their vision board is flooded with dreams of retiring by 35, life’s theme song. Their view of their job scope is aligned with their expectations. If they are looking for rewards, then help set them up for success. This will help the life-loving Gen-Y decide if this is the work culture they wish to be a part of.

● The learning Gen-Y
These Gen-Y executives believe in lifelong learning experiences. In the same research, Controls found that the top deciding factor for choosing a company for them is the opportunity for learning. If they are looking for rewards, then help set them up for success. If they are looking for rewards, then help set them up for success.

With these motivations driving the Gen-Y, job-hopping can sometimes bring a lot of short-to-middle-term fulfillment and results.

They will likely be the ones who will move from one job to another if the “price is right.” They work and play hard, but their underlying motivation is to be a high-income earner in the shortest time possible.

● The life-loving Gen-Y
These are the Gen-Ys who believe in having meaning in what they do and who they do it with. Hence, company values and team dynamics are important to them. According to Johnson Controls’ Gen-Y and the Workplace Annual Report, Gen-Ys look for a professional community place that they can emotionally engage in and that positively supports their wellbeing. Their underlying motivation is happiness, work-life balance and being able to contribute to society at large.

● The ever-supportive Gen-Y
The ever-supportive Gen-Y is to avoid monotony and a lack of growth. They believe that if you stop growing, you wither. As many reports have shown, Gen-Ys look for fair and justified compensation, work-life balance, continuous growth and flexible work arrangements.

While many companies in Malaysia have extensive training programmes in place, much more can be done.

In line with the three groups of Gen-Ys that we are addressing in this article, perhaps companies can do more:

● Stretched goal-setting with justified rewards for the driven Gen-Y.
If they are looking for rewards, then help set them up for success. Managers of these employees can set stretched goals together with a clear definition of deliverables and rewards that follow. Know your company culture and represent it well in interviews, websites and other communication channels. This will help the life-loving Gen-Y decide if this is the work culture they wish to be a part of.

● Individualised learning opportunities for the learning Gen-Y.
Allow them to look for opportunities to grow their scope of work or be involved in cross-functional projects to ensure continuous learning.

Provide developmental feedback for these employees to help them see their blind spots. They are usually very open to receiving feedback if it helps them grow as a person.

1 GEN-Y EMPLOYEE
The buck eventually stops at Gen-Ys themselves in their decision to stay or leave. Asking the right questions during an interview related to their underlying motivation will help ensure a better culture fit in the company and among employees.

For driven Gen-Ys, having a good understanding of their compensation, reward and career growth will help them decide if the company’s career advancement and remuneration package is aligned with their expectations.

For the life-loving Gen-Y, ask about their learning/mentoring programmes and opportunities for additional projects outside their job scope.

While these Gen-Y chase their dreams, it will help to ensure that each step they take is heading towards a workplace that is aligned with their dreams, to avoid being left disappointed and having to leave the company in less than two years.

2 THE EMPLOYER (USUALLY THE GEN-X)
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3 THE EVER SUPPORTIVE PARENTS (USUALLY THE BABY BOOMERS)
To the parents who cast a safety net over these Gen-Ys, stop! They will have to mature, grow and be responsible for the decisions they make. Some Gen-Ys have the luxury of leaving a company before securing a job in another because they have a “piggy bank” that never goes empty at home. The Gen-Xis have been loyal to their companies in the previous years as they fear the loss of income that may affect their family.

This commitment to providing for their Gen-Y children’s education, needs, and eventually marriage, is sometimes detrimental to the grown-up children.

As parents, teaching them to be responsible adults who bear the burdens of their decisions is more crucial than casting the safety net for a wishy-washy employee. Once this “fortunate” group of Gen-Ys know that they can no longer land safely, then the decision to take on a job and stay with it becomes a more deliberated one.

Regardless of which stakeholder of this job-hopping phenomenon you fall in — the Gen-Y employee, employer or the parent — we all have a role to play.

Elisa Dass is a borderline Gen-Y. She believes job-hopping is a phenomenon that can be minimised through a better understanding of motivations, deliberate career planning and knowing who you hire. She heads the learning and acceleration division in Leaderonomics to help companies better understand the motivations of the Gen-Y they are hiring or have hired! For more insights, visit www.leaderonomics.com
THE MATIS OF BECOMING A TALENT-PLUS PERSON

DISCOVER THE KEYS TO SUCCESS

NO.1 BELIEF LIFTS YOUR TALENT
Believe and trust in yourself and your abilities. When you do, you are unable to unlock the power and potential that is in you. Having talent in itself is never enough; you need to believe in your best. Often, we fall short of our true potential because we either don’t see it or are unable to seize it.

Maxwell quotes industrialist Charles Schwab, “When a man has put a limit on what he will do, he has put a limit on what he can do.” So, don’t live a life of tragedy by never reaching your real potential. Instead, be determined to live beyond average.

Believing in our mission is the next important thing to lift our talent. When we believe in what we seek out to accomplish, it empowers and encourages us. The more we believe in our potential, in ourselves and in the mission set before us, the more we will be able to achieve. Maxwell emphasises that our mission must include people because only a life lived for others is worthwhile.

Here are two of the key choices:

Talent + Belief = A Talent-plus Person

NO.2 PASSION ENERGISES YOUR TALENT
Passion is the fuel that makes people take risks, go the extra mile and do what a talent does with no motivation. For such people, it doesn’t matter how many times they fail or fall; they just keep going until they succeed. These are talent-plus people.

Ruben Martinez was one such person. Growing up in Miami in the 1940s and 1950s with parents who worked in the mines, there wasn’t much to do. But soon, he found his passion in barbering. He started out by lending volumes from his own 200-book collection to customers who were waiting for a haircut. He realised he was losing books because his customers often forgot to return them. So, in 1993, Martinez decided to start selling books. After a few years, his barbershop with books became a bookshop.

That is what passion does! A passionate person, even with limited talent, will outperform a passive person who possesses greater talent, because the former acts with enthusiasm and knows no bounds. Passion is really the first step towards achievement. Having passion also increases our willpower.

In his role as a motivational teacher, Maxwell helps others discover their passion by asking three questions:

What do you dream about?
What do you cry about?
What do you sing about?

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The answers to these questions help a person discover his/her true passion. The first two questions leads you to discover what touches you at the core, and the third helps you discover things that will give you fulfillment for tomorrow.

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Talent + Belief = A Talent-plus Person

Talent + Passion = A Talent-plus Person

What do you dream about?
What do you cry about?
What do you sing about?

IN SUMMARY
Life is really a matter of choices. Our destiny is not by chance. Rather, it is determined by the choices we make. So, it is the talent-plus person who aims to maximise his/her talent, reach for his/her potential and seeks to fulfill his/her destiny in life.

Talent + Right Choices = A Talent-plus Person

Koh Earn Soo and his team take the best books and summarise them into shorter, readable content in the hope of inspiring people to read and learn more. For the rest of this summary and summaries of other bestsellers, subscribe to www.thebestbooksummary.com. For more Learn from Books articles, go to www.leaderonomics.com
THE MASS MURDER OF CREATIVITY

HAPPENING RIGHT UNDER OUR NOSES?

By SARAH TAN
editor@leaderonomics.com

I first watched this TED talk with my family. From the start of the speech to the end, we were captivated.

Not only was Sir Ken Robinson's talk educational and thought-provoking, it was also delivered in such an eloquent way that his viewers were kept interested for the duration of his allocated 20 minutes on stage. Robinson, a PhD holder in drama and theatre in education, attended and spoke for a TED conference in 2006. His talk, titled How Schools Kill Creativity, currently holds 27 million views online.

As the most viewed TED Talks video online, it's safe to say that education, as he mentions in his talk, is of interest to many. He starts off by mentioning three running themes in that particular TED conference which were relevant to the talk he planned:

- **Human creativity**
  - Robinson references the variety of evidence of human creativity present in all the previous talks. In our day-to-day lives, this is evident around us as well – from the way people choose to present themselves, to listening to innovative ideas being brainstormed in the workplace.

- **The uncertainty of the future**
  - Nobody has a clue – despite all the expertise that's been on parade for the past four days – what the world will look like in five years' time.

- **The exceptional capacities for innovation in children**
  - "My contention is, all kids have tremendous talents. And we squander them, pretty ruthlessly," Robinson stated.

Underlining his point, he said that academics and creativity should be considered equal subjects in school, as the ability to create is as important as the ability to read.

**RIGHT TO BE WRONG?**

However, despite such remarkable capacities, Robinson says, "We're now running national education systems where mistakes are the worst thing you can make. And the result is that we are educating people out of their creative capacities," he said.

If you're not prepared to be wrong, you'll never come up with anything original," he said. Despite this, both corporate and educational systems follow the belief that mistakes are terrible things that should be avoided.

Admitting that being wrong is not necessarily directly related to creativity, nonetheless, Robinson believes that such mentality educates people out of their creative capacities. In place of creativity, a fear of failure is created instead.

**LEARNING HIERARCHY**

He goes on to recollect a time, a few years prior, when he migrated from Stratford to Los Angeles. As he got acquainted with the country, something occurred to him.

"Something strikes you when you move to America and when you travel around the world: every education system on earth has the same hierarchy of subjects," he said.

Subjects that are seemingly more important, for example mathematics and languages, are placed on the top whilst the arts remain at the bottom. Such a system is built around academic ability, which is associated with intelligence, whilst other natural talents are mostly overlooked.

"I think you'd have to conclude the whole purpose of public education throughout the world is to produce university professors, isn't it? They're the people who come out the top. And I used to be one, so there," he said.

"And I like university professors, but you know," he clarified, "we shouldn't hold them up as the high-water mark of all human achievement. They're just a form of life, another form of life." Instead, subjects that would be more useful in the workplace are encouraged because of the future possible job prospects it carries.

"So you were probably steered benignly away from things at school when you were a kid, things you liked, on the grounds that you would never get a job doing that."

"Is that right? Don't do music, you're not going to be a musician; don't do art, you won't be an artist. Benign advice – now, profoundly mistaken," he said.

As a result, naturally talented and brilliant students may be made to think that they aren't because what ever it was that they are good at in school wasn't appreciated and valued.

**ACADEMIC INFLATION**

Explaining that degrees don't seem to be worth anything anymore due to more people graduating through education, Robinson aptly labels it a "process of academic inflation".

"And it indicates the whole struc ure of education is shifting beneath our feet. We need to radically rethink our view of intelligence."

Although there is a need for tests to help us assess where students are in certain subjects, we have come to a place in which academic ability has completely dominated our view of intelligence.

**WHAT IS INTELLIGENCE?**

Robinson goes on to elaborate his last point, the subjectivity of intelligence. He urges us to rethink our view of intelligence, which is not fixed but diverse, dynamic, and distinct.

On the distinctiveness of intelligence, Robinson gives the life example of Gillian Lynne. When she was a young girl, she had lots difficulty focusing on her studies, as she was always fidgeting and never able to sit still.

Suspicious of a possible learning disorder, her mother quickly brought her to see a specialist, who told her that all her daughter needed was to attend dance school. She is now a famous and successful dance choreographer.

Similarly, there may be hidden talents in our children that can sometimes be mistaken for learning problems or mischief, due to a lack of self-expression taught.

**FINAL THOUGHTS**

In a recent survey carried out by JobStreet in 2012, it was revealed that 78% of Malaysians are unhappy with their jobs. Within that 78%, the top reason was due to their scope of work, stating that their work was predictable and boring.

In this talk, Robinson reminds us of our task as the older ones, here to pave the way for our children's education. I believe that a restoration of our education system is definitely in need, and it should start with us – in our communities and country.

Robinson concludes with his views on why he believes we should rethink how the younger ones are being educated, saying: "The only way we'll do it is by seeing our creative capacities for the richness they are and seeing our children for the hope that they are.

"And our task is to educate their whole being, so they can face this future. By the way – we may not see this future, but they will. And our job is to help them make something of it."

Sarah loves listening to TED Talks, despite being someone who isn't inclined to auditory learning styles. Let her know about your favourite TED Talk at editor@leaderonomics.com. You can read more articles at www.leaderonomics.com
By MIKE SOSIN
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A s a concert photographer, it’s my job to capture the energy and emotion of a band’s live performance.

I once had the opportunity to photograph a prominent band in its triumphant and highly-anticipated return to our state.

After the dust had settled from an exciting evening, I sat down to review the more than 500 pictures I had taken. As I was sorting out the winners from the duds, I thought I had found the perfect shot.

Envision this: The lead singer stretches over the edge of the stage towards an adoring crowd. He’s perfectly in focus, the words almost visible in his mouth, and his outstretched hand thrusting the microphone into the frenzied space is completely cut out of the frame.

I’ll spare you the technical details of photography, but in shooting music, composition, angle and settings come together to form a cohesive and engaging result.

My picture with the missing hand was fine in terms of camera settings and angle, but because the composition was off, the whole image was a bust. So how does this apply to benefits communication (compensation and benefits discussion)?

HEY MAN, NICE SHOT

Just like that nearly perfect shot ruined by the rock star’s missing hand, I’ve learned that a single element of an otherwise perfectly crafted benefits communication campaign can cause a company’s message to completely miss its mark.

You might not realise it at first, but rock concert photography and benefits communication have a lot in common. It’s true!

Of course, benefits communication is far more glamorous, but the two disciplines work best when the elements of composition, angle and settings come together to form a cohesive and engaging result.

1. Composition

Pictures are all about what you capture in the frame. In certain situations, you want a tight shot of someone’s face, while other times a wide-angle that pulls all the action in from the stage is the only way to go.

In benefits communication, composition amounts to how much information an employer is putting out there at a given time.

Too much information can induce a chart-and-graph coma, but too little can send employees on wild goose chases as they frantically try to track down the information they feel they need.

Knowing how to deliver content in a manner that is digestible yet useful is vital.

2. Angle

There’s more than one way to capture an epic guitar solo. Different angles speak differently to people, and not everyone will feel the same emotion when looking at an image.

The one-size-fits-all approach is bad for both photography and benefits communication. The angle of your communication should hit an employer right in the gut, just like a breathtaking photograph that gets a viewer right where it counts.

If you want to ensure your benefits communication will truly have an impact, craft your content to appeal to what matters to employees as individuals.

3. Camera settings

No element is more important in taking a photo than the camera’s settings. Shutter speed, ISO (international standards organisation) and aperture dictate what information is recorded by the camera’s sensor.

This is the language of the camera, and without this information a photograph is simply not possible. The language used in benefits communication is no different.

A camera that’s not properly set will still record an image, just like benefits communication that uses the same old boring, jargon-filled language will still present benefits information. You can do better.

GET READY TO ROCK

The goal of concert photography is to capture the energy and emotion of a live performance. In benefits communication, the goal is to deliver the information that helps employees understand and appreciate their benefits options.

By carefully considering the elements of your benefits communication, you can deliver the kind of content that portrays your company’s benefits as the genuine rock stars they are.

In benefits communication, a picture is worth a thousand words. A perfect shot can tell a thousand stories.

Benefits communication should hit an employer right in the gut, just like a breathtaking photograph that gets a viewer right where it counts.

Nuggets of wisdom from LOTR

Think before you ink

The curious case of a cross-pollinator

Self-reflection from Mulan

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Benefits rock!