GOING DIGITAL

SHOULD EVERYONE JUMP ON THE BANDWAGON?
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I am sorry
of CEOs and the power of humble pie
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To allow or not to allow Facebook, that is the question.
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SPOTTING A GEM
Beyond skills and talent. So much more than that!
Pg 11
By TARA THIAGARAJAN
editor@leaderonomics.com

In this day and age, smartphones can be seen as an extension of our lives that can help us get organised. Of course, with an almost infinite variety of smartphones out there, it makes sense for there to also be an extensive range of applications.

With such a seemingly endless array of apps, it can be difficult to pick out the ones that best suit our needs and can help us organise ourselves in the best possible way.

These three apps are not only acclaimed by its mass amount of users, but they are also free and available for both Android and iOS users.

**Pushbullet**
Available on iOS, Android, Chrome and Firefox, this free app can sync with your computer and display your phone’s notifications on your computer screen. It also allows you to send files between your devices so everything can be made instantly available on your phone in case your laptop dies right before an important meeting.

**Carousel**
Need an app that can make organising pictures for presentations easy? Then, Dropbox’s Carousel is the perfect one for your phone! This application, which is available for both iOS and Android phones, can automatically organise photos and videos in compressed galleries, which makes it easier to quickly put a presentation together.

**EVERNOTE**
With its user-friendly interface, Evernote is an application that can help you store a lot of valuable information at the touch of a screen. This app can be used for taking notes during an important meeting. Your notes will then be saved in your Evernote account, which can be accessed through your tablet, smartphone, and even your laptop or desktop computer.

Not only can you take and save notes effortlessly with this app, you can also add audio notes and photos that can help make your notes more detailed.

**CONCLUSION**
With free apps like these on the market, there really is no excuse for us to be disorganised and forgetful at work. We are constantly connected to these apps through our smartphones. Therefore, we should take advantage of this by utilising the best apps out there that can help us manage our lives.
ORGANISATIONS get their cue from their leaders. CEOs need to be the first to apologise. They need to role-model this behaviour and make it safe for others to apologise and admit to mistakes.

I tend to apologise often and many times, I get scolded and reminded that leaders must never apologise. I know these advice-givers are wrong. Apologies are great because they take the energy out of conflicts and diffuse them. But more importantly, the essence of leadership is relationships. Apologies are crucial to relationships. Instead of viewing apologies as a “loss of face”, view it as investment in the future of your relationship with a colleague, employee, boss or even a customer. Business is all about relationships.

Furthermore, great CEOs understand that saying sorry can strengthen their organisation. When the CEO apologises, he or she indicates that he or she cares, is authentic, secure enough to admit his (or her) flaws and is going to work hard to make things better. It also immediately encourages other leaders in the organisation to role-model the CEO and recognise failure and apologising is made.

We are so sorry, but our mistakes. It resulted in Mattel having to make another apology to its Chinese manufacturers for the issues. Mattel apologised with some Barbie dolls. It apologised with a “but”. And it blamed its Chinese manufacturers for the issues. It resulted in Mattel having to make another apology to its Chinese manufacturers as well.

Apple in 2008 made one of these insincere apologies. When it reduced the price of its iPhone by a third within a few months, the early purchasers were upset. Instead of apologising, it issued a US$110 (RM470) credit note. This resulted in more angry emails and letters which prompted Steve Jobs to apologise officially.

However, a huge part of his apology statement listed the business case for the price drop. And worse, the apology started becoming defensive with a line that went, “This is life in the technology lane.” This became a classic case of “I am sorry BUT…” apology.

HOW DO WE APOLOGISE?
Here is my top eight ways to apologise effectively:

- Never use lines as below:
  - I’m sorry you feel that way.
  - Yes, we admit it, and we are sorry.
  - We apologise although you have to admit a big part of this is your fault too.
  - We are so sorry, but our manufacturers caused this big issue.

People know an insincere apology. Don’t use lines as below:

- I am sorry you feel that way
- Yes, we admit it, and we are sorry.
- We apologise although you have to admit a big part of this is your fault too.
- We are so sorry, but our manufacturers caused this big issue.

We see many examples of bad apologies in the corporate world. Mattel in 2007 had to recall 20 million toys, including some Barbie dolls. It apologised with a “but”. And it blamed its Chinese manufacturers for the issues. It resulted in Mattel having to make another apology to its Chinese manufacturers as well.

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FINAL THOUGHTS
To apologise is to be self-aware, willing to acknowledge your error, and to act quickly to tell the truth without rationalising the behaviour.

US President Barack Obama is often labelled as weak as he seems to be frequently apologising. Even at his campaign stage, he apologised to reporter Peggy Agar for calling her “sweetie”. He apologised to the native Americans for their past treatment, went on Jay Leno’s show to apologise about his joke on the Special Olympics and even apologised to Europe for “America’s arrogance.” His apologies probably got him elected and re-elected. Why? People relate to another human being.

Saying sorry is a humane gesture and a great relationship builder, a diffuser of anger and a tool every leader must use frequently and effectively. The world needs less anger and more apologies. The best leaders say sorry to diffuse anger and build relationships.

How about you? Have you apologised?

THE APOLOGETIC CEO

PART 2: CEOs AND EVERYONE NEED TO LEARN TO APOLOGISE MORE

By ROSHAN THIRAN
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The head of the customer organisation refused to acknowledge our apology and walked off. We thought the apology and trip was in vain. A week later, they sent us more equipment to service. We were shocked. It was the power of an apology. It rebuilt lost customer trust.

To acknowledge a mistake is to declare to your employees or customer that you are taking responsibility and going to take corrective action. This earns us the licence to be forgiven, and allowed a second chance.

Whether customers or employees, we all know deep down that we all make mistakes and an apology opens our willingness to forgive and allow second chances.

BAD APOLOGIES
Here is my top eight ways to apologise effectively:

- Never apologise when you are insincere.
- Never blame others even if there are other parties responsible.
- Focus on next steps and move on.
- Never delay your apology.
- Make it brief.
- Eliminate the word “if” (i.e. “If I have offended you, I am sorry “).
- Separate the apology and the explanation. Apologise. No need explanations. We all want the other person to understand that it is not entirely our fault, but this should never happen during the apology.
- Always try to apologise in person if possible. Never use email to apologise as it comes across as insincere.
- Make it brief – The longer you talk, the weaker the impact of your apology.
- Never blame others – In your apology take personal responsibility for your portion of the issue. Don’t apportion blame to others even if there are other parties responsible.
- Never apologise for anything for which you are not sorry for – Your insincerity will be very obvious.
- Focus on next steps and move on – After the apology, work out how to resolve the issue and how to move on.
- Never delay your apology – Apologise quickly. After a period, your apology loses its effectiveness and positive impact.

The head of the customer organisation was upset and refused to even meet up. Nevertheless, we forced our way in to see her. When we “bumped” into her, we bowed down and apologised profusely, promising that we would do better for the next service. She refused to acknowledge our apology and walked off.

The world needs less anger and more apologies. The best leaders say sorry to diffuse anger and build relationships.

How about you? Have you apologised?

To apologise is to be self-aware, willing to acknowledge your error, and to act quickly to tell the truth without rationalising the behaviour.

US President Barack Obama is often labelled as weak as he seems to be frequently apologising. Even at his campaign stage, he apologised to reporter Peggy Agar for calling her “sweetie”. He apologised to the native Americans for their past treatment, went on Jay Leno’s show to apologise about his joke on the Special Olympics and even apologised to Europe for “America’s arrogance.” His apologies probably got him elected and re-elected. Why? People relate to another human being.

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How about you? Have you apologised?
A recent PwC study found that 81% of CEOs (chief executive officers) think that mobile technologies are strategically important for their business and therefore, plan to invest in smartphones, tablets, and other devices for their employees as well as create apps to support different functions.

The growing demands of the mobile industry has necessitated massive investment in new infrastructure and R&D (research and development). CEOs need to develop a long-term technology strategy to keep informed about emerging technology, and to apply them internally, e.g. innovations in processes, for supply chain efficiencies, employee engagement; as well as externally, e.g. new business models and consumer reach.

On a related note, strategic human resources (HR) need to step up their efforts to attract, train and retain a workforce that can quickly adapt and capitalise on technological advancements in line with the organisation’s technology strategy. From the remarkable way that toddlers (and their grannies) gravitate to iPads and navigate them like pros, to the affinity we share with our phones wherever we are, one might think we are all morphing into tech “geeks”. It so happened that the hysterically funny Big Bang Theory was playing in the background as I wrote this.

This week we would like to invite you to weigh in on the benefits of having technology accompanying almost every second of our days. Whether you have experienced the introduction of mobile technology that has brought windfall gains to your organisation, or uncovered opportunities that you would like to share for organisations, consumers and jobseekers, we would love to hear from you.

Just go to http://leaderonomics.com/business/mobiletech or use this QR code to participate in our online poll.

We can understand our consumers better and respond to their needs more rapidly.

We are not so sure how to manage the consumer feedback – especially the bad feedback that the whole world can see!

As an SME, I can better compete with large industry leaders by leapfrogging older generations of technology.

Big data can help HR find the right talent for our company.

Mobile apps are the new job search frontiers.

New technology will increase productivity and support better decision-making.

We will have more options for meeting the changing needs of our employees – through virtual teams, flexible work arrangements.

Learning will be social and can happen anywhere and at anytime.

Everybody is doing it! Let’s invest in mobile tech and not get left behind!
AROMA OF SUCCESS AND GREAT OPPORTUNITIES

At Starbucks, our partners are our biggest assets and we take pride in taking care of them, making them an integral part of the company. "We believe that our partners are our biggest assets and we take pride in taking care of them, making them an integral part of the company," says Sydney Quay, managing director of Starbucks Malaysia and Brunei.

1 EMPLOYER BRANDING

When it comes to branding, Starbucks leaves no stone unturned. It's not only about marketing the business but extends to the Starbucks Employment Brand.

With the aim to retain, engage and inspire its partners, Starbucks has aligned its Employee Value Proposition to create opportunities for all. At Starbucks, you are not only offered a job but rather, a golden chance to be yourself and to carve your career path with the guidance provided by the company.

Starbucks empowers all partners to lead, impact and be the best in what they aspire to be. Hard work is rewarded through interesting compensations and benefits such as incentive trips, gym memberships and monthly reloadable Starbucks cards to be enjoyed with family and friends.

2 PARTNER DEVELOPMENT

All partners at Starbucks are enlightened on the company’s story and culture at the beginning of their journey. The structured career pathway enables partners to map out their goals while the company empowers its partners to manage expectations to achieve the desired success.

Internal promotions are also available for promising partners who have proven themselves. Partners can equip themselves with all the knowledge and experience needed to take them to higher levels through the career enhancing programmes and best practices sharing initiative. At the end of the day, recognition and awards are bestowed upon deserving partners who have turned the tables to develop themselves and their careers. This is a form of motivator that pushes them to achieve more.

3 COFFEE AND CULTURE

At Starbucks, each partner lives and breathes coffee. It is at the retail stores or the head-quarters, the Starbucks coffee culture is imbued in every nook and cranny of the establishment through.

4 HUMANITY AND LOVE

Nothing brings contentment more than giving back to the community. And at Starbucks, charity begins at home. The company provides a platform for partners who are facing hardships to reach out for help as Starbucks firmly believes in never letting one of its own take a fall.

The Starbucks Malaysia CUP Fund (CUP for Caring Unites Partners), for example, is a programme to help Starbucks partners in times of significant and immediate need. Situations that can result in a partner needing assistance include, but are not limited to, illness or injury, death, natural disaster, or other catastrophic circumstances. CUP Fund is supported solely by partner contributions and fundraising efforts. Starbucks also provides financial aids in the areas of health, education and environment to communities.

At Starbucks, it’s not just about coffee, it is about a rich mix of principles, culture and care.

5 INTERESTED TO BECOME a partner of Starbucks Malaysia? Check out www.mystarjob.com for more information.

Sydney Quay

Managing director

“...making them an integral part of the company.”

June Beh

Partner resources and compliance director

“...empowered to chart their own career paths and success.”

Salasih Ibrahim

10-year partner

Starbucks store manager

Starbucks is an organisation that cares not only for its business but is also committed in taking care of its partners and their families.

Over the years, Starbucks has touched the hearts of many partners including myself for the company and my partners have helped me in my time of need.

In the month of December 2014, several states in Malaysia, including Perlis, Pahang, Kelantan and Terengganu were heavily affected by floods due to the Northeast monsoon.

Many families lost their homes in one of Malaysia’s worst flood on record. My home in Kuantan was also badly damaged from the flood.

I am so grateful towards the Starbucks CUP Fund for providing me with funds to sustain and rebuild my home. The CUP Fund has not only helped me in this occasion but several times before this incident as well.

I received financial aid in 2013 when Pahang was badly hit by floods, and in September 2014 when my late son was diagnosed with Ewing Sarcoma, a rare bone cancer that affects children and adolescents.

I sincerely thank Starbucks and Starbucks partners for providing this safety net for partners who are experiencing significant immediate hardship that are beyond their control. From partner to partner, I thank you.
**Digital Engagement: It's More Critical Now Than Ever!**

**By Peter Smith**

Editor@leaderonomics.com

Digital engagement is a term that is often thrown about in a number of different ways. For the purpose of this article, I would define digital engagement as using digital tools and technology to find, listen, and mobilise your community around an issue. This might include discussions in social media, understanding your digital interactions with customers and the efficiency of your supply chain internally. By focusing on this definition, we can see that digital engagement extends across the whole business, multiple functional areas and multiple stakeholders.

In an interview with a global CEO on social media can humanise the company. It’s not just employees; customers now expect the ability to engage with companies around an issue in the same way that they engage internally. This might include discussions in social media, understanding your digital interactions with customers and the efficiency of your supply chain internally.

**Here are four of them:**

1. **CEO as social media humanizes the company**
   - In an interview with Terry Small, Weber Shandwick CEO Andy Parton revealed that “75% of global executives believe that a social CEO humanizes the company. Gen X accentuated movement in many of these areas, that number will only increase.”

2. **Understanding VR (Virtual Reality)**
   - You need to understand what is happening within every business. Do your employees tell you what is happening? Do you have the IT (information technology), and it has been my experience that there are other more important things for CDS to focus on. Well, think of your junior employees telling you what phones they use? Can you see some of these behaviours?

3. **Assess Options and Prioritize Based on Value and Alignment with Business Strategies**
   - This should be a no-brainer but often take for granted. As a result, we tend to pick options based on certain criteria (e.g. risk vs reward, business case, complexity, length of time, etc.) and then engineer the best approach to support it.

4. **Build and Maintain Agility**
   - Marketing as a methodology, but many of us work in small local and have not yet understood how to integrate it into our businesses in a way that can provide significant benefits. It is all about your organization being able to respond quickly to changing market conditions.

The opportunities revealed by looking at the whole business internally are enormous. How well are your employees using the tools you have invested in? Are there issues that can be identified that might allow you to free up more employees to support customers?

When potential customers come on board, you don’t want them to think that you can’t keep up with the competition or that you are slow to respond to their needs. It can be a significant, competitive advantage for those who do.

In conclusion, it is imperative that you take good care of your employees and yourself. Don’t be afraid to step out a little further than you have ever thought possible. To send your feedback, email us at editor@leaderonomics.com. For more leadership insights, visit www.leaderonomics.com.
Determination is vital in order for us to push forward despite being given the word “No”, and especially when there are easier routes to take.

To contribute to the vision, we choose to work with our clients by building relationships with them and taking the time to deliver quality work.

In our training and development programmes, we emphasise setting personal goals for each individual. By providing the tools, platforms and support (through assessments, and craft development projects, which help them develop an efficacy in terms of embodying determination as a trait.

In Leaderonomics, the Corporate Services team is responsible for providing leadership development services for corporate organisations, with the vision of building leaders one leader at a time.

The team consists of over 20 individuals, each playing a different role that focuses on diagnostics, solution design or programme management.

Our vision is to build leaders who will impact their communities positively, and lead with love rather than hate.

In a corporate setting, we are faced with the challenge of developing leaders who can contribute to their organisations, and also personally to their communities.

We choose to persevere despite obstacles because of our belief in the overall vision and mission of the company.

We see the benefits gained by participants of our programmes, and every small improvement counts. And so, we have developed the determination to continue doing our work – becoming even more determined in tough settings.

Determination is practised in our project management pieces with youth through the DIOOE project pitch-out, Club MAD projects and DropZone events where participants are encouraged to see their initiatives through to completion. This trait is also highlighted in daily informal coaching sessions, especially in DropZone where youths are reminded to be firm in their pursuit of their personal goals.

The Corporate Services team in Leaderonomics aspires to help talents fulfill their potential for leadership through holistic efforts, via intended and customized talent management processes. We pinpoint your talents’ capabilities through talent assessment, and craft development journeys to help them move towards being successful leaders.

The word determination holds a very special place in the hearts of Campus team members. It was not so long ago (three years to be exact), we were a plucky internal startup in Leaderonomics with no clients, minimal products and processes, but just a whole lot of determination.

Today, we are sought after for our business simulations.

FROM 0 TO 4,000

In 2014, we journeyed and trained close to 4,000 undergraduates from all over the country. The happy smiles that we see on the faces of these young leaders certainly fuel our work.

As we look back, we realise that determination is the thing that separates those who succeed and those who do not.

More importantly, it also differentiates between the good and the great. We also believe that determination and excellence is not something we can claim to have. It is a “something”, which we have to earn from the testimonials of our clients and also participants.

We have been blessed to have clients who not only praise our work but who have also been returning year after year to collaborate with us. While we are not perfect, we push ourselves to deliver as close to perfection as possible.

This year we embark on our biggest project yet, a Leadership & Community Programme with 1,500 university students. Certainly our time, team resources and creativity will be stretched but we believe it’s going to be a good stretch.

While we do not know the outcome yet, we are more than determined to make it an amazing experience for the students.

We believe that this is the determination that will bring us further than we have ever been. So it’s not about the Determining factor, it’s about the Determination factor.

The Campus Business Simulations are designed to encourage perseverance towards completing a set of goals. Often we throw in unexpected situations and interventions that disrupt the student’s plans and challenges them to think through the problem.

The students select their own businesses or community projects based on KPIs and expectations set at the level of working adults. The objective is to push students out of their comfort zones to achieve things which they have never thought possible.

Leadersomics Campus strives to empower undergraduates by arming them with a sound command of practical and professional knowledge, fostering creative and critical thinking, and facilitating the evolution of their unique leadership styles.
FACEBOOK IN THE WORKPLACE: BOON OR BANE?

By MICHAEL POH
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HOW many of us had covertly played games on the workplace’s desktop, only to reflexively press Alt + Tab buttons at the first hint of the boss? If you are slow by a second or two, your boss would’ve caught you and given you a good work ethic lecture. Well, it’s not uncommon for employers to frown upon such distractions, but what about Facebook minus the games? Can employees still work productively if they are allowed to use it freely?

More than games, Facebook gives you an outlet to express yourself while you are stressed at work. Can it truly be an effective tool for work stress management?

ORGANISATIONAL CULTURE
In my opinion, whether or not employees are allowed to access Facebook usually depends on organisational culture. Put simply, organisational culture describes the psychology, attitudes, experiences, beliefs and values of an organisation.

The amount of freedom and trust given to the employees would probably affect the employer’s decision on whether to restrict or ban such non-work activities.

Naturally, the more freedom one possesses, the more control the person will have. In the field of industrial-organisational psychology, the amount of control a person can exert over his (or her) job can reasonably predict job satisfaction and stress levels.

In that sense, a restriction of social media usage like Facebook can decrease employees’ job control, which consequently make them less satisfied and more stressed with their work.

Blocking access to Facebook speaks volume on the level of trust employees share with their employees. Any attempt to control employees’ activities reduces that level of trust. What’s more, the attempt may not be successful with the increasing usage of smartphones.

FACEBOOK ADDICTION

Just as it’s possible to get addicted to games, it’s also possible to get addicted to Facebook. It’s understandable that employers are concerned over how the habit of checking Facebook every 15 minutes might spin out of control.

To make things more complicated, Facebook can be more addictive than games because it gets updated regularly whenever your friends post something. It’s not unusual to be distracted with what your peers are up to when your work gets repetitive and boring.

MORE THAN A GAME
Through Facebook, you can chat with your friends, see photos, comment on status updates and post your own updates for others to see.

Many experts have claimed that such a platform does not allow for true communication between two parties, but it is still undeniable that people have resorted to Facebook to satisfy their social needs.

In our increasingly busy societies, would a platform like Facebook improve workplace productivity by satisfying employees’ social needs and helping them cope with stress?

One might argue that turning to digital communication to fulfill one’s social needs can disrupt the cohesive-ness of employees at work.

Can face-to-face communication between colleagues be affected because of a certain dependency on Facebook to socialise?

If so, productivity at work might be affected because an amount of attention is devoted to socialising on networking sites, instead of building lasting work relationships with co-workers.

SOLUTION: SETTING GROUND RULES?

With the abovementioned issues at stake, would it help if the company set some ground rules?

On one hand, the employer has to establish that trust with his (or her) employees by providing for more job control. After all, a happy employee is a productive employee.

On the other hand, the employer has to ensure that Facebook usage would not compromise work that needs to be done. As we know, Facebook has the potential to substitute deep and meaningful face-to-face conversation at the workplace.

Therefore, there is a need for a balance between maintaining employees’ positive mood and their motivation to work.

How about setting aside a certain time for employees to check their Facebook accounts? For instance, during lunch hours or tea breaks?

To this point you might probably ask why not ban Facebook usage? According to PCWorld, it is not advisable for companies to do so.

THE RISE OF SMARTPHONES

With the prevalence of smartphones, restricting Facebook access at work may prove to be redundant. Anyone could access their Facebook, play games and surf inappropriate sites with such devices.

Unless a company is authoritatively enough to restrict the use of such smartphones, there’s little that employers can do. Essentially, much of the responsibility falls on the employees’ shoulders.

IT ALL BOILS DOWN TO WORK CULTURE
Given that it’s unwise to place restrictions on Facebook access, and that employees today have a lot more freedom and trust than in the past, would it help if the company set some rules?

Consequently, we have to understand the rationales behind the organisation’s culture. The effect is likely to be more lasting than imposing rules and regulations.

It’s similar to how a country maintains order through laws. If people understand the rationales behind laws, they will be more than happy to follow them. If, however, people do not understand why a certain law is passed, they simply follow out of fear of punishment. In fact, more people would likely break the law to challenge it.

THE ULTIMATE GOAL: PRODUCTIVITY

In any organisation, employers have to instill the right working attitude in employees so that they would understand that the ultimate goal is productivity, and teamwork.

The message should be that they are free to access Facebook anytime they want, but not at the cost of their own productivity or their relationship with colleagues.

With that, employees feel that they can be trusted to make their own judgment and hence stay satisfied with the company. At the same time, they remain motivated to do what they have to do.

CONCLUDING THOUGHTS

Developing a strong work ethic in the workplace can go a long way. If employees simply don’t care and access Facebook when their work to be done, chances are that any new-corner would follow suit as well.

So, behold the power of cultivating a constructive work culture!

Michael Poh is a freelance blogger and regular contributor for Hongkiat.com. He believes in the power of the written word to influence and inspire. An enthusiastic video gamer, Michael is also actively engaged in various physical activities in his spare time. Send us your feedback at editor@leaderonomics.com. For more interesting career insights, visit www.leaderonomics.com
THE TALENT WOES
MANAGING THE DIFFICULT TALENTS

By ELISA DASS AVIN
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TALENT can easily be one of the most overused words these days in the human resources (HR) industry. With almost every other company having a talent programme, especially the bosses of these talents’, may find that having a talent in the department can be a blessing or a curse.

Many companies invest time to structure a framework for talent programmes, trainings, projects, remuneration and branding, in a bid to make it most relevant to their company.

However, most of the time, they forget a very key element to successful implementation – training and preparing the people managing the talent.

As HR focuses on hiring or identifying the right high potential candidates, the same spotlight needs to be turned onto the bosses of the talents.

Unfortunately, a usual brief introduction to the programme does not suffice. More often than not, managers eventually come to realise that the high performers are of a different breed.

They may deliver more in quantity and quality by but at the same time, they demand more too – challenging projects, longer lunch breaks and being excused from boring routine tasks required of everyone in the team.

His best compliment is probably the unspoken intimidation or ill-perceived admiration he senses from others in the room, especially from his boss.

More often than not, this attitude stems from a lack of self-assurance that he is good enough and he needs to be reassured by constant praise.

He may start “announcing” his achievements repeatedly in a subtle way.

Tips for managers of Diva Talents

Sometimes the Diva’s self-perception of them being better than the rest could actually be quite accurate. However, the attitude that comes with it may leave a bad taste in the department and may come to a point where it needs to be addressed.

Avoid this by having a personal chat with the talent as he joins the team. The Diva essentially is looking for the best candidate to earn his respect. As he joins your team, establish your role and authority in a non-threatening way.

Gain his respect by showing that you are not intimidated by him and at the same time, you do not think any lesser of him.

Make it clear from the beginning that you do not tolerate bad or counter-productive attitudes in your team. If the Diva’s attitude starts affecting the team, sit him down and speak to him in a firm, yet non-condescending manner.

Announce his achievements privately to the team, sit him down and speak to him of Wallpaper Talents

Tips for managers of Wallpaper Talents

The Wallpaper Talent is also conscious that he is in an elite programme and everyone is watching!

A trainer I once knew told a group of talent programme candidates: “You will be working in a fish bowl. Everyone’s watching you, including those not in your department, waiting to spot a flaw.”

To avoid being judged negatively, the Wallpaper Talent tries really hard to fit in, and hopes to go about his work without any limelight, hoping that he can quietly impress his boss without rocking the boat with his colleagues.

He befriends his colleagues and speaks their lingo. He goes about his work excellently without wanting to look like he is trying too hard.

He maintains status quo without taking on large projects. He tries hard not to push others although he hopes that his boss will notice all the subtle extra that he is doing.

Unfortunately, at some point he tries too hard and suppresses his drive for challenges and excellence that first qualified him to be in the programme.

Tips for managers of Taxing Talents

If you start wondering what’s so special about your talent, then it’s time to revisit why you agreed to have him in the first place. There must have been certain qualities, skills, attitude and aptitude that resonated with you.

Have a talk with your wallpaper talent and reaffirm him of his strengths and challenges and challenge him to give his best.

Be clear and specific in what your expectations are of him in the next couple of months. Schedule periodical reviews and make yourself available for additional guidance if required.

THE DIVA TALENT

The Diva Talent thinks that by the very virtue that he is in the programme, it makes him a class above the rest – including his boss.

As such, this diva makes it a point to ensure everyone acknowledges him as the ‘smartest’ in the room.

He speaks arrogantly, constantly tries to prove others wrong and usually highlights how much he has done and how great he is.

“This person has a horrible attitude!”

“This person is not as impressive as I thought he to be!”

“The talent in my team is taking up too much of my time. It’s not worth it.”

In response, try to understand these talents a little more by looking into whether they fall into any of these three categories: the Diva Talent, the Wallpaper Talent and the Taxing Talent.

In conclusion,

Praise him in front of the team. With the wallpaper talent, you can shine the limelight on him in a positive manner.

There are a few reasons why a talent can be demotivated:

• Feels that his previous effort and time invested is not rewarded up to his expectations.

• His job is getting boring. There’s no more challenge to it.

• A mismatch of job or industry.

In response to this, as a manager, you have a few options on how to manage this talent:

• Explain how rewards are justified in your company. Set goals, if he wants to gain XAV award, explain exactly what is expected of him.

• Challenge him to initiate a project that interests him and reward him for it.

• If there’s a mismatch, be ready to allow him to move on to the next job. Help him through this time of search.

CONCLUDING THOUGHTS

In essence, as a manager of a difficult talent, you only change your attitude. For the talent, I think this quote sums it up well, “Your talent determines what you can do. Your motivation determines how much you are willing to do. Your attitude determines how well you do it.”

Elisa was identified as a high potential in a leading conglomerate in Malaysia and now works with Leaderonomics to help companies hire, identify and develop talents across all levels in their organisation.

She believes that developing managers of talent is as important as developing talents for organisations to get the most of them. To get in touch with Elisa email editor@leaderonomics.com. For more HR Talks, go to www.leaderonomics.com
A YOUNG PROFESSIONAL ASKS: WHAT DISTINGUISHES TALENT FROM OTHER CONCEPTS SUCH AS COMPETENCY AND SKILL?

By STEPHANIE LING
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RECRUITMENT makes all the difference in an organisation. Selecting the right people for the job means getting the proper fit, therefore ensuring the attainment of optimal performance. Traditional means of forecasting performance has been shown to be poor predictors of actual performance. Thus, in its place behavioural interviews at the candidacy level are now implemented as a better gauge for competency.

Yet how do we accurately measure talent? Is competency only measured in terms of intellect and skills or do other characteristics come into play as well?

HIDDEN TALENTS

Competency is defined as the fundamental characteristics of a person that enables superior performance in any given situation.

occupied by knowledge and skills. These can usually be picked out during an interview and can be easily developed with training, however, they are poor predictors of future performance.

On the other hand, self-image, traits, motives and values that are beneath the surface are better predictors of performance but are difficult to assess and develop.

When identifying talent, it is therefore essential to select talent with rooted competencies that have an organisation fit rather than to train talents for short-term high performance.

Performance refers to a person’s ability to exceed expectation in results and behaviours while potential refers to one’s ability and motivation to advancement.

High performers unsurprisingly exceed expectations and are usually very good at what they do. They are also the kind of employees who take pride in what they do. However, they may not necessarily have the potential to take on more complex tasks.

High potentials on the other hand are usually harder to pick out, as employers are not able to accurately assess them. In the end, it is not just what the company wants from the employee, it is also what the employee wants from the company. With these values aligned, exceptional performance can ensue.

What is it that employees value these days when it comes to choosing a career path? Let’s use an example between two common types of organisations in business.

For a Gen-Y graduate like myself, only one of these options appealed to me. Money still matters, but not very much. Same goes for stability. I was more interested in finding myself the right culture and atmosphere, and so I chose to join organisation A.

The prospect of promotion will retain talents; they will be reassured in staying with an organisation if there is evidence of a promising career trajectory. A strong focus on training and recruitment of skills workshops should be incorporated to ensure employees strengthen existing skills as well as acquire new skills.

Employees should also be given many instances to lead projects or even start new projects as this allows them to take on more responsibilities for future career progression.

IN CONCLUSION

Here at Leaderonomics, we aim for work-play balance in a nurturing, fun working environment.

There is a strong sense of camaraderie, which translates to better engagement as a team. By aligning our competencies, the company works towards its vision of transforming our nation through leadership development.
H ave you ever stood at a conference or meet-up, and listened to how "paradigms" of "sustainability" can "leverage" on "synergistic strategies"? You may very well have had your ears punished in a very pleasant way. Buzzwords can be powerful. Buzzwords in corporate boardrooms have a way of forcing you in, or out of your daydream, depending on your threshold level. They are often used by industry experts and some of your brighter colleagues to illustrate concepts that are currently trending or to communicate a groundbreaking idea with fewer words. Although buzzwords are sometimes annoying, we cannot escape the fact that they are a more efficient and preferable way to communicate, depend- ing on the industry. Industry jargon is meant to serve as shorthand for more complex concepts that would otherwise stretch a two-minute speech to half an hour. So, consider yourself lucky.

In a survey of over 1,000 companies, executives selected these following 25 buzzwords as the most overused in human resources, finance and marketing:

- “At the end of the day”
- “Thinking outside the box”
- “Synergy”
- “Paradigm”
- “Metrics”
- “Take it offline”
- “Redeployed people”
- “Circle back”
- “Win-win”
- “Value-added”
- “Get on the same page”
- “Customer-centric”
- “Generation-X”
- “Accountability management”
- “Core competency”
- “Alignment”
- “Incremental”
- “Leverage”
- “Deep dive”
- “Forward-thinking”
- “Let me get back to you”
- “Employee engagement”
- “Out of pocket”
- “Pick your brain”
- “Dynamic”

Therefore, there is often the feeling of pressure in the work environment to keep up. Do you sometimes feel that communicating with fewer words, means getting your opinions out more efficiently?

As business culture evolves, old catchphrases die out and new buzzwords are born. There will always be a bunch of new phrases around the corner, especially now that the next generation of internet-savvy young people, the Gen-Z, has entered the workforce with their social media lingo! Hence, whichever way the wind blows, let us all try to “move forward”.

CONCLUDING THOUGHTS

The pace of business is often faster than what we can anticipate. And if you enjoyed this article, or have an anecdote to share on how buzzwords have affected your worklife, please email the writer at nina.ti@leaderonomics.com. For more self-development stories, visit www.leaderonomics.com

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DIODE Camps!

Invest your time wisely this coming school holidays and sign up for the DIODE Youth Leadership Camp (June 1–6, 2015) and DIODE Tweens Leadership Camp (June 3–6, 2015)!

The camps aim to help youth discover and grow their leadership potential by providing an alternative method to learning through hands-on experiences in project management, communication skills, confidence building, public speaking, self-discovery, teamwork, decision making and much more in a fun and safe environment!

For kids between the ages of 8-11 who would like to explore their leadership potential, join us in our 2- day leadership discovery programme!

To view the list with their definitions, do go to http://leaderonomics.com/business/buzzwords