THE SOCIAL ENTERPRISE STORY

WHAT IT’S ALL ABOUT & HOW IT’S TRANSFORMING OUR WORLD
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To create a balance between doing good and managing financial goals
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Smile brighter, listen closer — start today by tweaking our daily connections!
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PICK UP MYCHANGKUL
Transforming lives one forest trail at a time; and saving the planet too!
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HOW SOCIAL ARE YOU, ENTERPRISE?

HOW happy was I to discover one day that the organisation I found ideal for me—one that approximated what we know today as a social enterprise—was not alone in being grounded with a vision that has both a social and profit motive.

With the evolution of entities, the need to engage and empower employees has similarly evolved, although the direction of causation may be less clear. We share examples of viable and impactful social enterprises in Malaysia, and while sharing the UK perspective, Sandy Clarke also highlights successful social enterprises there.

We had the opportunity to speak with Eon Chan, executive director of MaGIC Social Entrepreneurship on the recently launched Malaysian Social Enterprise Blueprint in developing social enterprises, and the current state of affairs of this sector in Malaysia.

Jon Gordon penned an excellent piece—a departure from the social enterprise theme somewhat—to ask “What if work was a vehicle to live and share a bigger purpose?” Indeed, we can and should incorporate social impact goals no matter how big or small, in our activities at work. Each individual, a social enterprise!

On a related note, the president of MERCY Malaysia firmly believes that everyone can play a role in making a difference in their own communities and beyond.

A practical proposition by Fabio Malagisi—for companies to use non-profit board service as a leadership development tool. Malagisi shares the benefits of this for companies to use non-profit board service as a leadership development tool. Malagisi shares the benefits of this for those who seek to social change. They are the driven, creative individuals who question the status quo, exploit new opportunities, refuse to give up, and remake the world for the better.”

A little bit of good can turn into a whole lot of good when fueled by the passion of social entrepreneurs.

Onward, upward!

KAREN NEOH
Editor
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THE ‘ME’ IN MEANING

By NINA TI
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A few weeks ago, while discussing how we could break the Internet, a colleague suggested that we look at a competitor’s Facebook page. She said the postings were “sexy”.

This manner of describing an inanimate object as though it is alive is something that my club’s tennis pro does too. A die-hard Babolat fan, he will cruelly tell you if your playing stick is “friendly”, “forgiving” or “disobedient”.

I am at a loss for words when this happens. I have a Wilson Blade104—and all I see is grip, graphite and string.

Why do people make up words for things that do not have personalities?

I really feel that it is because these words, and really all words are just our attempt to understand and describe our experiences to others.

Because meaning is a human concept.

GETTING THE GIST

Our brains have 1,000 trillion synaptic connections, and they are all unique to a person’s experience, being formed as we learn and grow.

By lending meaning to any object in our lives, be it a webpage or a tennis racket, these synapses are firing in a pattern that is triggered by our present disposition, past experiences and conceptual understanding.

Our perception of the things we see and do is not passive but an active creation.

The notion does not apply to just things. It extends to how most people feel about their lives as well, and of course what they do every day in their jobs.

There are times when people feel that their workdays are blurred into one. They go through the motions without feeling any sort of energy or passion.

There are also days when they can go full-throttle without losing either velocity or rhythm. In short, everybody has ups and downs, speed and spills.

IT’S ALL IN YOUR HEAD

In his bestselling book, Man’s Search For Meaning, Viktor Frankl writes about the importance of finding meaning in all forms of existence, even the most brutal ones, in order to go on living. The key takeaway here is that Frankl believes that “finding a meaning” is something that is entirely within our control.

We always hear about people who excel at what they do because they feel their jobs have meaning.

A person is truly happy and engaged at work when he/she feels that the job is intellectually stimulating, or physically and emotionally rewarding.

What you should realise by now, is that both your dreams and your reality are in your head. One can find meaning by deciding it exists. I hope you find yours.

The opinions expressed in this career guide are those of the writers or the people they quoted and not necessarily those of Leaderonomics.
By KAREN NEOH
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Ong before I started working for a social enterprise, I worked for an animal hospital — covering everything from consoling families distraught by the loss of a beloved pet, transporting wildlife to a sanctuary, to poking my head into the ventilation system to figure out what was causing a problem.

It wasn’t a start-up nor an NGO requiring everyone to jump in and help — it was the largest and renowned veterinary teaching hospital in the United States managed by the Massachusetts SPCA.

At the hospital, the social mission was always top priority — whether caring for a patient, or taking on the responsibility because the welfare of the animals was always the primary purpose because the welfare of the animals was always the top priority whether it meant everyone on the team setting aside their own differences to focus on the needs of graduate unemployment, a reported 388,000 people start a social venture every year. Increasingly, students are setting up social ventures alongside their studies (The Guardian). And closer to home, Aon Hewitt reports that Gen-Y in Malaysia are also seeking more meaningful tasks in the workplace.

Hot on the heels of Gen-Y, the Gen-Z are said to be determined to change the world and that social entrepreneurship is one of the most popular career choices (US Department of Labor).

Culture alignment: In a diverse and multi-generational workforce, leaders need to ensure culture alignment — aligning daily policies and leadership practices into a set of consistent experiences for an organically-driven workforce.

Stage 1: Culture setting
Stage 2: Culture alignment
Stage 3: Culture coaching
Stage 4: Culture motivation

To learn more of these four stages of engagement excellence, do go to www.leaderonomics.com/leadership/the-4-stages-of-engagement-excellence by Joseph Tan.

CONCLUSION

Observing the rising trend of social enterprises in countries like the UK and Canada and the recent launch of the Malaysian Social Enterprise Blueprint, the priorities of our youth to make a difference in the world, and the keen interest of business schools worldwide in the study of social enterprises, my prediction is that the growth in impact investing and social entrepreneurship will continue into the future. Our leaders of tomorrow would need to consider this element in the running of organisations.

At times, Karen makes painful and unpopular decisions to stay true to her values and to maintain the integrity of her work. Helps her keep a smile on her face!

B THE CHANGE

B-Lab redefines “success” in business, so that all companies compete not only to be the best in the world, but the best for the world. 8 corps are for-profit companies that pledge to achieve social goals as well as business ones. They are regularly certified by the nonprofit B Lab.

Today there are more than 1,000 B corps in 33 countries representing more than 60 industries. Warby Parker is an example of a B corp. Its production and distribution is carbon-neutral, and, for every pair of glasses it sells, it distributes another in the developing world. The Warby Parker experience: having a social mission is an important way to attract and retain talented employees, and is also an important selling point with consumers.

They have no trouble raising money, and co-founder and co-CEO Neil Blumenthal says, “Your ability to have an impact on a large scale is just greater in the for-profit world, and that’s chiefly because of the capital and the talent available to you.”

EVOLUTION OF ENTITIES

According to Bloomberg, one of the most disruptive ideas in our history is Milton Friedman’s A Friedman Doctrine — The Social Responsibility of Business Is to Increase Its Profits which appeared in the New York Times Magazine in 1970.

Today, “shareholder value” has been supplanted by “corporate social responsibility”, “triple-bottom-line accounting”, and “stakeholder value”, all pointing to the evolution of companies to have a higher purpose beyond making a profit.

It is worth noting that looking back further to 1943, the Johnson & Johnson (J&J) credo came into being — stating that the company’s first responsibility was not to investors but to doctors, nurses and patients; employees; communities and finally to stockholders. The J&J credo unites its people till today, and is the reason why some choose to work there.

Culture setting: As a leader, what role do you play in culture-setting and clearly communicating the vision and mission of the company?

EVOLUTION OF ENGAGEMENT

“To attract and retain talent, business needs to show millennials it is innovative and in tune with their world-view. By working together and combining their different skills, business, governments and NGOs have an opportunity to reinvigorate the millennial generation and make real progress in solving society’s problems.” — Barry Salzberg, chief executive officer, Deloitte Touche Tohmatsu Limited

Millennials want to work for organisations that foster innovative thinking, develop their skills and also make a positive contribution to society. The Deloitte Millennial Survey 2014 found that 74% of millennials believe businesses have a positive impact in the communities in which they operate, however they believe business can do more to help society in terms of resource scarcity (68%), climate change (65%) and income inequality (64%). In the UK, with record
WHO AM I?
THE POWER OF BRANDING FOR WOMEN

By PREMA JAYABALAN
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WILLIAM Arruda needs no introduction. He was named the “Personal Branding Guru” by Entrepreneur magazine.
He is a personal branding pioneer, global citizen, champion of career-minded professionals and author, but more importantly, he is a dynamic speaker who specialises in branding, career advancement, social media and employee motivation.
Arruda is also the founder of Reach, a global personal branding company.
With over 20 years’ experience in corporate branding and possessing a charismatic character imbued with wit, humour and an amazing level of energy, it’s no wonder that he is one of the first leaders who comes to mind when one thinks of branding.
According to Arruda, women today need to have their own personal brand as it provides them with stability, empowerment, value creation, and recognition critical to success in an increasingly dynamic marketplace.
Recently, he had the opportunity to get him to share his insights on the importance of branding for women. Here is what he had to say.
What does the term personal branding mean to you?
Personal branding is the permission to be yourself – your best self – in support of your career, your team and your company. It is all about defining what makes you different, relevant and compelling, and using that to make an impact and achieve your goals.
Successful personal branding is based on authenticity. It is not spin or packaging and it is not about creating an image.

Women in the working world are rising and some are even holding leadership roles, on par with men. How important is personal branding for women?
It’s even more important for women. Although they’re making great strides, women lag behind their male counterparts in pay and opportunities for senior leadership and board positions.
Women often feel they must emulate their male senior colleagues to get ahead, when in fact they must get clear about their own unique promise of value and use that to achieve their goals.
Also, women are often less likely to tout their accomplishments. Personal branding helps them find a way to let others know about their value and accomplishments without bragging.

How are social media platforms supporting the women?
Social media levels the playing field for women. It provides access to senior leaders that may not be accessible in the real-world. Google searches (and keyword searches in LinkedIn) are gender neutral – providing more opportunities for women to be visible.
And for some women, it is easier to demonstrate their expertise and thought-leadership via social media than to brag about their accomplishments. I think social media will do more to help propel women to top positions than any other tool, programme or initiative.
Can a personal brand and a corporate brand come together as a winning team?
Absolutely. Many people think personal branding competes with corporate branding. It’s not true. I call it applied personal branding. Most of my work with major companies revolves around helping their talent uncover their personal brand and then learning how to apply their unique brand traits to the mission of the company.

What are the risks faced by an organisation if there is no proper balance between these two?
Organisations need to make sure employees understand the corporate brand and how to deliver on the brand’s promise.
Many companies only engage the marketing staff in the mission of building the brand. If employees are not clear about the brand, their efforts may not be properly aligned.
That leads to a less clear and compelling brand in the marketplace. It also leads to attrition and lower engagement.
Training is the key. Development programmes that focus on helping employees uncover their brands and understand how to use them to deliver on the corporate brand promise will have a significant impact on brand value and retention.

What other challenges are faced by organisations, in connection with branding?
Although branding is based in authenticity, brands evolve over time. They aren’t static.
The rate of change is increasing – so brands need to make sure they evolve to remain relevant. Employees need to be involved in brand evolution.
Organisations today are also placing emphasis on employer branding. In your opinion, why is this gaining importance?
There is a war for the best people and research tells us that the brand of a company is just as important as the paycheck to the millennial generation.
Top talent have a choice and where there is choice, there is the need for branding. Your brand promise must be clear to your ideal staff. Strong brands attract talent.
What are the key elements needed to ensure a successful employer branding strategy?
I believe the distinction between corporate brand and employer brand are fading. Thanks to increased transparency, the inner workings of a company and external brand are more closely aligned.
There was a time when the external brand was an image managed by the marketing department and was not necessarily connected to the actual operations of the company.
Today, the internal workings of a company and its external image are more congruent. Social media has been the catalyst for this transformation.
That means social media is one of the most powerful tools for expressing the brand and engaging in conversations with prospective employees.
The impact of social media can make or break an organisation. What are the key elements that need to be addressed to ensure a positive outcome from engaging with social media platforms?
There are a few. First, social media is not going away and it is a powerful tool for engaging all stakeholders. Companies must make it a strategic imperative. The companies that don’t build a comprehensive social media programme will lose out.
Second, the most effective programmes engage the entire company in social media activities – both corporate and social media platforms at work or provide stringent rules that dissuade employees from participating.
Lastly, trust is key to effective social media programmes. There are some companies that block access to social media platforms to work or provide stringent rules that dissuade employees from participating.
Companies must create and distribute guidelines, not rules if they want active participation from their people. And they must encourage their senior executives to become social savvy leaders. It starts at the top.

William Arruda is a motivational speaker, personal branding pioneer, author and a social branding consultant. He is also the founder of Reach, a global personal branding company. Today, Reach is the leader in personal branding with certified strategists in 45 countries and pioneering products used by people all over the world. To get more articles on similar topics and leadership, log on to www.leaderonomics.com

BRAND YOU CONFERENCE
A KEY LEADERSHIP STRATEGY FOR WOMEN
Want to build a winning personal brand or re-invent your existing brand? If your answer is yes, join William Arruda for a full-day workshop for corporate women at the Brand You Conference which will take place on:

Date: July 29, 2015
Time: 9am – to 5pm
Venue: Connesson @ieirus, Bangsar, South, KL
Contact: Liza Chong at liza@lead-women.com or call 03-2035 9710

or call 03-2035 9710
Liza Chong at liza@lead-women.com
mystarjob.com,
Women Are Lovin’ It at McDonald’s
A Company That Champions Women in Management

“ONE OF McDonald’s biggest strengths as an employer is that we are able to dispel the myth that women rarely rise to positions of power. In Malaysia, half of our senior management members are women.”

By SU-ANN CHENG
editor@leaderonomics.com

McDonald’s Malaysia was recently recognised for its commitment to the recruitment, retention and progression of its female talent as it received the Aon Hewitt 2015 Best Employer special recognition award for diversity and inclusion (women).

Aon Hewitt, one of the world’s top firms in human resources consulting and outsourcing solutions, announced its list of best employers in Malaysia in partnership with TalentCorp Malaysia after conducting a rigorous nine-month study.

Globally, McDonald’s pride itself for promoting diversity and inclusion; and in Malaysia, it is no exception. “As a people’s company, McDonald’s is committed to providing every employee with opportunities for training, development and career advancement at every level,” says Melati Abdul Hai, who is the senior director of marketing and communications, and also the chairperson of McDonald’s Malaysia Women’s Leadership Network (MWLN).

The Women’s Leadership Network is a McDonald’s global initiative that was established to shine a light on the significant contributions women make to McDonald’s worldwide, and works to foster an environment where women have the opportunity to grow and succeed. Membership in the WLN is automatic to all women at McDonald’s. It promotes talent development through a focus on leadership competencies, business acumen and career planning, as well as executes a mentoring strategy. It also creates an avenue for women to learn from and network with each other, sharing personal developmental tools and business resources.

Here in Malaysia, the MWLN was launched in April 2011 with the mission of establishing McDonald’s Malaysia as the first choice employer for women, whilst focusing on talent development, work-life harmony, networking and sharing best practices among teams.

“One of McDonald’s biggest strengths as an employer is that we are able to dispel the myth that women rarely rise to positions of power,” says Melati, adding that one only needs to step into a McDonald’s restaurant, office or boardroom to witness the diversity and inclusion that are widespread in the organisation.

“Half of our senior management members in Malaysia are women and 50% of our restaurant managers are also women,” she beams.

Flexibility is one of McDonald’s key employee value propositions, which tends to attract women, most for whom balancing work and family commitments is a priority and often, a challenge. Without the rigidity of set working hours and job schedules, especially at its restaurants, employees are able to perform the job and meet their lifestyle needs.

Clearly, McDonald’s recognises the prevailing gender disparity in the workplace, especially in leadership roles, where women are under-represented, and sees this as an opportunity for both the business and its people. For McDonald’s, gender diversity in the workplace is a reflection of its customer base since women make the bulk of purchase decisions in households.

Melati explains that 75% of women identify themselves as the primary shopper and women control or influence two-thirds of the overall global consumer spending; so having women in their workforce helps them understand customers better. “These ‘inside information’ are invaluable in helping us chart winning business strategies,” she quips.

In the last four years, the MWLN has also been making significant developments in the transformation of women from doers to leaders. To date, nearly 4,000 female employees have been put through its Training, Learning and Development Programme as well as engaged in seminars on ‘Leading Self’ to equip them with tools that enable them to exhibit confidence, build powerful connections and communicate effectively.

Melati, a mother of two, understands the value of a company that puts great importance on women in management and leadership roles. She was also a graduate of the McDonald’s APMEA (Asia Pacific, Middle East and Africa) Leadership Development Programme in 2013, an accelerated global leadership development programme designed for high potential leaders that drives results, shapes organisational culture and builds leadership depth.

McDonald’s strong commitment to inclusion is embedded into the business plan and corporate values.

Winning the award is a great validation of its efforts and only fuels it to further promote diversity and women leadership throughout the organisation. According to Melati, “a journey of a thousand miles begins with a single step and we believe that we have covered great lengths since we started.”

This journey has and will continue to benefit its employees at all levels – both men and women – as it develop its talent pipeline through its robust recruitment and progression strategy. After all, a key differentiator of the Golden Arches brand is their people.

As Melati puts it, “As our people grow, so does our business.”

**MEGAN LIM**
DIRECTOR OF OPERATIONS

Lim first joined the McDonald’s family 29 years ago in 1986 as a crew member in the first McDonald’s in Penang, in Komtar. She quickly rose through the ranks and by year 2000, she became operations manager in the northern region with nearly 30 restaurants under her watch. Lim continued to thrive and was promoted to director of operations in 2011, overseeing nearly 200 restaurants throughout Malaysia. Her performance did not go unnoticed and she was awarded the 2010 McDonald’s Presidents’ Award. To win the annual award is indeed a career milestone for McDonald’s,” says Lim.

She also completed the McDonald’s APMEA Leadership Development Programme in 2013, a global leadership development programme designed for leaders with high potential within the McDonald’s system. “The programme has helped me improve my effectiveness as a leader by enhancing my knowledge and skills in various leadership aspects. I also had the opportunity to meet and network with other top McDonald’s leaders from other parts of the world, which gave me a broader exposure to the business,” she added.

Lim is among many of McDonald’s employees who have benefited from the organisation’s mission in transforming emerging and aspiring managers to strategic leaders.
THE LOWDOWN ON THE MALAYSIAN SOCIAL ENTREPRENEURSHIP SITUATION

Making Impact: Inward, Outward and Upward

By KAREN NEOH
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W

e had a chance to connect with Chan, executive director of MaGIC Social Entrepreneurship (MaGIC SE) for his take on the state of affairs of social entrepreneurship in Malaysia.

Chan: No, you shouldn’t be. Social enterprises are not highly specialised. We are a m

zy mix of industries, and the opportunities are really across all sectors and multiple disciplines. The obstacles are not the same. A really great example of the obstacles is to provide education and personal development for all the marginalized groups in the remote areas of Sabah and Sarawak who have no access to the electricity, the micro-hydrop projects is truly a blessing.

Q. What are some examples of innovative solutions to social issues that you have encountered in your work?

Camping is a great example that trains rural villagers to build, sustainable and maintain micro-hydrop power to generate electricity for entire village.

Through a hire-purchase scheme, the villagers pay back the cost over a certain period of time. For villages in the remote areas of Sabah and Sarawak who have no access to electricity, the micro-hydrop project is truly a blessing.

Q. Part of our role at MaGIC SE is to provide education and personal development for all the marginalized groups. What is your bigger mission and purpose at MaGIC SE?

A. Our bigger mission is to provide education and personal development for all the marginalized groups in the remote areas of Sabah and Sarawak who have no access to power and generate electricity for entire village.

Q. Do you have any advice or tips for entrepreneurs wanting to set up a social enterprise?

We have a robust model of your idea in place that’s already developed and ready to generate revenue.

For young people who are passionate about social issues, there are a lot of ways to keep yourself updated on the social entrepreneurship world. There are a lot of misconceptions about social enterprises and not-for-profit organisations, so it’s worth going for a brief explanation on that. A social enterprise is by definition different from any startup enterprise or small medium business, so we need that bigger mission and purpose of existence to be generated in social or environmental impact.

Q. When you talk about social entrepreneurship, do you mean to say that it is self-sustainable or self-sustainability?

It means that many personal opportunities while working for a social enterprise.

Q. For young people, in your opinion, what is the difference between a social entrepreneur and an entrepreneur?

The difference lies in what happens to those profits. A social entrepreneur will reinvest its profits into helping to bring about some sort of social benefit.

Q. Can you, in your opinion, give an example of a social enterprise that truly exemplifies what you’re talking about?

The Elvis and Kresse organization takes used luggage and hand bags and donates 50% of the proceeds to a charity. The other 50% is recycled and made into useful items. This is a classic example where the business model is designed to give a social purpose. The idea is to provide a sense of purpose for the employees and a reason to work.

Q. In your opinion, what is the best way to get involved in a social enterprise?

The best way to get involved in a social enterprise is to provide education and personal development for all the marginalized groups in the remote areas of Sabah and Sarawak who have no access to power and generate electricity for entire village.

Q. What is your bigger mission and purpose at MaGIC SE?

Our bigger mission is to provide education and personal development for all the marginalized groups in the remote areas of Sabah and Sarawak who have no access to power and generate electricity for entire village.

Q. How can you define success in your opinion?

Success is a very personal thing and depends on your life principles. For me, one of my life’s guiding principles is to write my eulogy every two years; what I want people to say about me when I am gone, whenever that may be.

If we lead a life where we have no regrets and constant growth, then I would have fulfilled my success.

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Q. What is your biggest challenge?

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What is your biggest challenge?
WORKING FOR A BIGGER PURPOSE

By JON GORDON
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WHAT if work wasn’t just work? What if work was a vehicle to live and share a bigger purpose? I believe there is a flawed perception in our society that in order to live a life of purpose we have to leave our jobs and go solve world hunger, feed the homeless, move to Africa or start a charity.

These are all noble causes and many are called to do these very things. But for many of us, our bigger purpose can be found in the here and now, in the jobs we have, right under our noses. And when we find and live this purpose, it will provide the ultimate fuel for a meaningful life.

MAKING A DIFFERENCE
You may not build libraries around the world but you can find the bigger purpose in reading to your children. You may not feed the homeless every day but you can nourish your employees and customers with a smile, kind word and care.

And while you may not start your own non-profit organisation you can begin a charity initiative at work. After all, “charity” means “love in action.” You can make a difference every day and touch the lives of everyone you meet.

WHILE these people may not be starving because of a lack of food, you can provide them with a different kind of nourishment that will feed their souls and feed your own in the process.

MEN (AND WOMEN) ON A MISSION
I heard of a janitor who worked at NASA. Even though he was sweeping floors, he felt his bigger purpose was contributing to put a man on the moon.

I met a bus driver who knows his purpose is to help children stay off drugs.

I met an administrative assistant who has become the chief energy officer of her company. I received an email from a woman in the mortgage business who sees her job as a way to help couples save their marriages by keeping their homes.

I know a Popeye’s Chicken employee named Edith in the Atlanta Airport who makes thousands of air travelers smile each day. The list goes on… Ordinary people with an extraordinary purpose.

In any job, our purpose waits for us to find it and live it.

MY THOUGHTS
I can’t tell you what your purpose should be but I can tell you that everyone of us can find a bigger purpose in the job we have.

I can tell you that every job, no matter how glorious or boring it may seem, will get mundane if we let it. Purpose keeps it fresh and when we are filled with purpose, we tap into an endless supply of energy.

Don’t wait until you go to Africa to start living with a mission. Don’t wait until the weekend to feed people who are hungry.

Bring your mission to work, start working for a bigger purpose and nourish others in the process.

THOUGHT OF THE WEEK
THOUGHT OF THE WEEK

By IAN CHEW
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The first time I got dismissed from anything – my cherished position as an assistant magazine editor – I was just so mad. My superior told me something along the lines of, “Sorry – I gave you chances. But you just weren’t improving.”

Who dared to fire someone as talented as I am? I stewed for months before I realised how valuable a failure that was, occurring so early in my life. After that episode I have failed time and again. For example, I started an education policy group that was best described as “useless”.

But each time, I learnt more and more about myself. And at one point in time, I began learning to enjoy failure. I know that I wouldn’t have come so far in life without my various failures.

Here are three insights I have learnt about failing:

1. FAILING IS GOOD FOR YOU – EVEN THOUGH IT CAN HURT
Failing is often the best catalyst for learning. You’ve probably heard that worn-out Thomas Edison quote that he discovered “10,000 ways that don’t work” before he finally invented a working lightbulb.

Failure is a great teacher because it allows you to learn what you shouldn’t do, or what you should do differently, the next time you try.

2. FAILING SHOWS YOU WHO YOUR TRUE SUPPORTERS ARE IN LIFE
When you succeed, you seem to become a blooming flower; you attract all kinds of pretty butterflies that love your glory.

When you fail, you become a daffodil flower that only attracts the loath flies – very often your family and close friends, who are ultimately worth more to you than the “butterflies”. You attract people who don’t judge you for what you do, but who you are. In this way, failure reveals the underlying motivations of people around you.

Are they sticking by your side for some lovely ROI (return of investment)? Or are they supporting you because they believe in you and care about your wellbeing?

3. YOU WILL FAIL AGAIN (AND AGAIN, AND AGAIN) – THAT’S JUST LIFE
Just like the dad might say in the Calvin and Hobbes comics, you build character through failing.

Success is great and all, but who’s stronger: the one who wins most of the time, or the one who picks oneself up after each fall? It takes more than just guts to say, “Yes, I have failed and I have lived once again.” It takes inner strength to withstand the psychological pain and social embarrassment of failure.

These, in turn, create determinations; the lessons you learn can positively motivate you to keep working toward success.

PROVOKING THOUGHTS
Are you ready to fail in order to succeed? Or are you just content to succeed before you fail?

3 THINGS TO REMEMBER WHEN YOU’RE FAILING
WHEN ‘FAILURE’ OFFERS A BETTER OUTCOME THAN ‘SUCCESS’

By JON GORDON
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THOUGHT OF THE WEEK
THOUGHT OF THE WEEK

By IAN CHEW
editor@leaderonomics.com

mystarjob.com,
Saturday 13 June 2015
‘A WIN–WIN SITUATION’

USE NON–PROFIT BOARD SERVICE AS A LEADERSHIP DEVELOPMENT TOOL

By FABIO MALAGISI

BUSINESS leaders don’t often view non-profit board service as business critical. It is conventional that most see this type of service more as a civic duty to be charitable and serve the communities in which they operate.

However, in my own experience I have realised that non-profit board service is a major opportunity for talent development in the business world. It can become a business critical tool to develop employees into both community and business leaders. This can be the ultimate win-win situation for everyone involved.

Here are a few reasons why.

ALLOWS FOR EXPOSURE TO STRATEGIC DECISION-MAKING

Decision-making is an essential skill that leaders must have. In business, we often specialise our organisations and focus on resource allocation. Thus, the decision-making scope of any individual is often deep but rather narrow.

In contrast, non-profit boards usually lack the same resourcing and infrastructure and thus rely on board members to make broader and strategic decisions, which may be reserved for a senior management team in the corporate environment.

This is a great way to promote exposure to these activities, which will foster employee growth and better equip them to apply these skills to their day job.

REAL WORLD PRACTICE WITH COLLABORATION AND CONSENSUS BUILDING

To be successful in business (especially in today’s globalised market), it is essential to collaborate cross functionally as well as culturally. Businesses are becoming more and more complex, globally diverse and collaborative.

This often poses challenges for up-and-coming talent who are not used to having to adjust their style and approach to fit their audience.

It also poses a challenge for more senior leaders that may rely on more of a command and control structure in the past.

Non-profit boards are typically made up of individuals from different organisations, functional expertise and industries. They are very diverse and require consensus. In order to succeed in this sort of environment, you must develop key skillsets such as listening, empathy, and collaboration.

These are all skills that are key differentiators as one moves up the corporate ladder and there is no better practice field than a non-profit board.

One great example of such a programme is one that I personally participated in called The Leadership Connection out of Massachusetts. The programme trains and places corporate leaders with key skillsets into community non-profit board positions in order to create a win-win outcome.

After completing the programme, I feel convinced that corporations need to think differently and utilise non-profit board service as an active tool to develop employees.

My experience with the programme was very valuable and I learnt quite a bit about governance and the inner workings of a non-profit board.

However, what it taught me most was that community service is much more than just donating your time and money. It is an extremely effective and engaging way for families to stay connected.

In business, often our goals are tied to things such as market share, user growth, revenue and profits, and it is easy to forget about the core purpose of the business.

In non-profit board service, the core purpose is central to everything and by being on a non-profit board, you develop an appreciation and ability to connect operational activities to the core mission of the organisation.

This ability, when applied to business, allows employees to see purpose in their actions and thus leads to happier and more engaged employees.

THE LEADERSHIP CONNECTION

In the future, it is my opinion that there will be an essential need to have more organisations that bridge non-profit needs with corporate expertise.

The combination of the two will make for much stronger organisations on both sides and is currently an untapped opportunity.

By FABIO MALAGISI

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For more leadership insights, visit www.leaderonomics.com

Fabio Malagisi is a senior finance leader with vast experience in talent development. His other interests include business and career coaching and strategy development. Follow and tweet him @fabiomalagisi. For more leadership insights, visit www.leaderonomics.com
EVERYONE CAN PLAY A ROLE

By JACK CHUA
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In a recent interview with Leaderonomics, the president of MERCY Malaysia, Datuk Dr Ahmad Fazal Mohd Perdaus talked about community work and the role of non-profit organisations locally and internationally.

Dr Ahmad sits on the boards of international humanitarian bodies such as the International Council of Voluntary Agencies (ICVA), Humanitarian Innovation Fund, Advanced Training Program on Humanitarian Action and Professionals in Humanitarian Assistance and Protection.

At the 36th General Assembly held in Centre International Conference Geneva (CICG) earlier this year, he was elected Chair of the International Council Voluntary Agencies (ICVA) – the first time a Malaysian and an Asian has been elected to this global body since 1962.

In 1999, MERCY Malaysia began its first humanitarian aid mission in Kosovo in the midst of an armed conflict. The nonprofit organisation – which focuses on medical relief to vulnerable communities across the world has grown significantly since its inception.

THE GOALS OF MERCY MALAYSIA

Looking at the “big picture”, the president states that it is the goal of MERCY Malaysia to provide leadership throughout the globe in order to cope with monumental changes happening on both the “natural front”, as well as the “man-made front”.

His conception of the natural front includes environmental calamities resulting from natural causes, such as earthquakes and hurricanes, as well as from side effects of unsustainable development, such as floods and pollution, adding that these problems are huge contributors to the destruction of livelihoods and degradation of health.

On the other hand, his term, “man-made crises”, encompasses social, political and economic problems such as economic inequality, job poverty, and violent conflicts.

WORRYING TRENDS

Despite noting that people are economically better off today compared to previous generations, he brings up the rising trend in unequal distribution of wealth as a prominent issue that leaves many subpopulations around the world behind in terms of basic needs. He cites a recent study by the Oxfam Foundation showing that the richest 1% of the world’s population may soon own more wealth than the rest of the population.

Besides that, the world also faces the threat of global terrorism, sprouting from extremist interpretations of religion. He notes that, contrary to common belief, some of the most prominent terrorist networks are led by educated people coming from middle to upper class backgrounds.

Instead of being driven by economic desperation, these leaders are instead motivated by anger and malcontent at political injustices which they are powerless to change via democratic channels. These elites then inspire violent action among their less fortunate compatriots who are driven against the wall by poverty, lack of opportunity, unemployment, and discrimination.

Dr Ahmad stresses the importance of tackling the sources of malcontent, such as coming to a just and amicable solution to the Arab-Israeli problem.

“It will not immediately solve the problem, stop all the bombings… but in the long run you will diffuse the main motivating factors… which are the root causes of the sense of injustice”, he says.

The specific goals set by MERCY Malaysia include raising the voices of humanitarian actors around the developing world so that their concerns are heard by authorities, building a strong global network of humanitarian organisations, and carrying out humanitarian missions with more focus on building local capacity and resilience so that disadvantaged communities can gain economic self-dependency.

HOW CAN THE ORDINARY CITIZEN HELP?

When asked about what Malaysians can do when they see social problems taking place around them, he says that social action has to be seen in three contexts – the reality context, the community context, and the individual context.

Reality: Dr Ahmad explains that due to myriad challenges presented from a reality context, efforts to solve problems like class and racial inequalities, poverty, and the like have been hampered. He cites the current state of the Malaysian healthcare system as an example of the effects of real world limitations in trained professionals and infrastructure.

While Malaysia has one of the best public healthcare systems in the developing world in terms of penetration data, it still has many gaps with regards to the distribution of the healthcare system, the depth of the penetration, the quality of the services especially in rural areas, and the availability of more specialised care.

Community: In terms of the community context, he urges Malaysians to harness our ability to accommodate, to tolerate and to work together. He lauds the efforts of Malaysians today who are able to galvanise their local community – whether it is in their neighbourhood, workplace, or clubs – to carry out cooperative action, ranging from voicing out the concerns of the community to getong-yongos to ridding the neighbourhood of Aedes mosquitoes.

Individual: At the individual level, factors of personality and acculturation may play a role. The culture of being overly self-inhibited, lacking in self-confidence and lacking in faith that the individual can make a difference all contribute to the unwillingness to join community service.

“Some countries have more outspoken people – people who are more assertive, who know their rights and can get things done on an individual and community basis – and that makes a lot of difference,” he Explains.

Dr Ahmad adds that while assertiveness, flexibility, dynamism and creativity are important virtues that Malaysians should practice to progress to the next stage of development, he also urges Malaysians not to abandon values like humility and respect.

He comments that being shy, not saying what we feel, and not asserting ourselves are often narrowly construed by our society as humility, when a more accurate definition of the word should include accepting criticism, not being arrogant, and admitting our own faults. He concludes that lasting change has to come from the will of the grassroots.

“Everyone has a role to play—as individuals, as parents and as family members. If we all play our roles, things will change.” – DR AHMAD

“Voluntary Agencies (ICVA) – the first time a Malaysian and an Asian has been elected to this global body since 1962.”

“Everyone has a role to play—as individuals, as parents and as family members. If we all play our roles, things will change.” – DR AHMAD

“Voluntary Agencies (ICVA) – the first time a Malaysian and an Asian has been elected to this global body since 1962.”
PLANTING THE SEEDS OF COMMUNITY

HOW ONE SOCIAL ENTERPRISE IMPROVES COMMUNITIES BY BUILDING REFUGE IN BIODIVERSITY

By YONGFoo CHUEN
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MyChangkul is not your average gardening project. It is a behemoth undertaking that has created more than 15 km of navigable trails for mountain biking, trail running and hiking in the pristine lowland forests of the last remaining reserve in Selangor. Beginning in 2014, my team of five Temuans and I have painstakingly designed, planned and built a map of trails in the challenging terrain of the Kota Damansara Forest Reserve (321.7 ha).

As a social enterprise, MyChangkul’s vision is that by building such trails we can connect communities to the forest. With such connections, we ensure community affinity to it and therefore secure its long term preservation. Building such trails attracts users from around and afar. Access to the forest also provides opportunities for educational, research and even corporate social responsibility (CSR) activities.

GRASS ROOTS INVOLVEMENT

MyChangkul engages the help of native and indigenous folk to build and maintain these trails. We provide training on sustainable trail-building and maintenance techniques, as outlined by the International Mountain Biking Association of the United States.

I was inspired to set up MyChangkul because I saw the need to be able to build quality and sustainable trails at a more predictable rate. We have discovered that building trails from volunteers alone would not be a viable and sustainable option for the outcomes that we were looking for.

Volunteerism is great for connecting communities to the forest but in terms of predictable outcomes and time taken to deliver and complete trails, it has been a challenge. This is so because volunteerism in Malaysia is currently not at the stage where it should be – we can only rely on a steady flow of volunteers during trail building days. Typically we see the usual same few who would turn up for our build sessions and progress remains slow.

OUR CHALLENGES

The main challenge for MyChangkul is our ability to grow our portfolio beyond delivering trails just for the Kota Damansara Community Forest (KDCF).

We hope that our success at KDCF would inspire other communities to engage our team to help them build a community forest through the creation of sustainable trails.

Since MyChangkul is set up as a lean enterprise, the biggest challenge to growth is our marketing and outreach ability. To mitigate this we have set up a web and social media presence but we need to do more. A seeding fund or a special social enterprise start-up loan would greatly help us in providing resources needed to market ourselves to a wider audience and customer base.

The key elements of MyChangkul as a social enterprise:

- provides a solution to a clear social issue and creates a definitive positive social impact through outputs and value creation.
- has a self-sustainable business model that generates profits to scale and further its positive social impact rather than maximizing shareholder values.

DYNAMIC COLLABORATIONS WITH CORPORATE PARTNERS

In the past, MyChangkul has collaborated with strategic partners such as large corporations and multinationals to provide sponsorship and funding of trails. Typically as trail sponsors these corporates have naming rights to the trails and therefore they obtain a platform to showcase their CSR mission and branding.

Since our work delivers a positive environmental impact of preserving and protecting the green spaces in an urban setting, the value to corporations and multinationals is not difficult to communicate.

PARTING THOUGHTS

If you are a young person who is thinking of starting a social enterprise, you need to ask yourself these questions:

- Do I believe I can do more and create a bigger impact with a social enterprise?
- Do I believe that the creation of positive social impact is more important than profit?

Do I have what it takes to run a self-sustainable business?

When it comes to building a social enterprise, you should be driven by a passion for an issue and a cause. It is exactly this passion that drives us at MyChangkul.

Yong Foo Chuen is the vice president of KDCF Society and founder of MyChangkul. He is passionate about the outdoors and loves nature, and is currently the honorary secretary for TRAKS (Trail Association of Kuala Lumpur and Selangor). He is also a keen mountain biker and a long-distance cycle tourer. To connect with Yong, email editor@leaderonomics.com

A MyChangkul route is the perfect escape for urban dwellers in need of nature’s embrace. - photo by A. Adnan

A leader in Engineering

HERIOT-WATT UNIVERSITY MALAYSIA

Professor Robert Craik, Provost and chief executive officer, says that the university’s campus transfer opportunities reflect its commitment to sharing knowledge across the globe, while allowing students to build their international network.

There is an estimated total of 80,000 engineers in Malaysia. However, in the Ninth Malaysia Plan, presented in 2006, the Government expressed plans to increase the number of engineering student enrolments, targeting an annual growth rate of 12.2% (public universities) and 20.8% (private universities). Consequently, it is expected that the number of engineering graduates will continue to increase in the future.

At Heriot-Watt University Malaysia, students are provided with a pathway for a successful career in Engineering which begins with the Foundation in Science programme. Upon completing this programme they will be eligible for the university’s undergraduate programmes, including Mechanical, Petroleum, Chemical and Civil Engineering. The university also offers Petroleum, Renewable Energy, Mechanical, Civil and Chemical Engineering with Oil and Gas Technology at postgraduate level. Lectures, tutorials, mentoring sessions and projects as well as laboratory work are used to deliver programme content, allowing students to gain a hands-on educational experience that will stand them in good stead as they start working.

These programmes have also been developed and accredited alongside professionals in the industry, ensuring that the syllabus and teaching materials used are up-to-date and relevant to industry requirements. As these programmes have all been designed to meet the educational requirements of professional bodies, students can be assured that the education they receive will set them up for a successful future in engineering.

Founded in 1821, Heriot-Watt is a leading British university, which has been ranked 13th in the UK and second in Scotland by The Guardian University Guide 2015. Additionally, the National Student Survey ranked Heriot-Watt first in the UK for Chemical and Electrical Engineering, and first in Scotland for Electrical, Civil and Chemical Engineering. “Our portfolio offers a range of professionally relevant undergraduate and postgraduate degree programmes in key growth areas in Malaysia,” says Heriot-Watt University Malaysia’s Provost and chief executive officer, Professor Robert Craik.

For more information on programmes and scholarships offered at Heriot-Watt University Malaysia, visit its campus in Putrajaya, log on to www.hw.ac.uk or call +603 8894 3888/e-mail hwum@hw.ac.uk.
PARTING SHOT

ENGAGING OUR READERS IN POETRY

EVERY now and then, we receive readers’ feedback on the articles that appear in our career pullout. One such faithful and esteemed reader is Kamaruddin Hassan. Kamaruddin has a unique way of sending his feedback to writers at Leaderonomics in the form of pantuns. We at Leaderonomics are always delighted to receive his pantuns. Below was his pantun in response of The Art of Public Speaking, an article which appeared on Sep 6, 2014.

Jika melancong ke Bandar Melaka Ajaklah belumang menari buca Rencana anda betul belaka Memberi ilmu kepada pemibaca

Emas mahal dari susu Dipakai wanita di Hari Raya Ia jadi alat untuk masa jemput jengah blog sanya.

To reciprocate in an act of berhutus pantun, the writer of the article, Lim Lay Hsuan, replied with the following:

Pagi-pagi pengi tangkap ikan Makan petang di Alisandra Tenima kasih saya ucapan Atas maklumbos dan blog anda.


E Elements that will challenge you,
Strength against the rising storm,
Mountains and seas

Friend – be brave

To engage with us, do write to us at editor@leaderonomics.com. Who knows, we might publish your feedback!

MALAYSIA HR AWARDS 2015
The prestigious 15th Malaysia HR AWARDS 2015 organised by the Malaysian Institute of Human Resource Management will be presented to winners on Oct 29, 2015. To date, an overwhelming number of submissions have been received. This year, the Malaysia HR AWARDS 2015 will be presented in eight categories. Submission for interested organisations and individuals is still open till June 30, 2015.

YOU, GO MAD WITH DIODE!
Do you have what it takes to go MAD (Make a Difference)? If you are between the ages of 8 to 19 and would want to explore the endless possibilities of impacting the communities around you, sign-up for our exciting programmes this December school holidays! DIODE Camps are specially designed camps for youth to soar as great leaders by providing them the right tools and skills through our fun-filled games and activities! Sign up now at www.diodecamps.com to be part of the best leadership programme of the year!

Also next week

The Avengers
Spotlight on the boss
The Black Widows
Aligning talent and motives

This Career Guide is Powered By
Leaderonomics
The Science of Building Leaders

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