THE ESSENCE OF LEADERSHIP BEGINS WITH THE SELF

IT has been a year to remember, with so many wonderful memories and amazing people that we have crossed paths with. As this is the final pullout for the year, all of us from the editorial and business development team would like to take this opportunity to thank all of you – our loyal and awesome readers who have written to us, to show unwavering support, share insight, and how our variety of articles have impacted your lives. As we come to the conclusion of the year, we look forward to an amazing year ahead and how we can continue to compel and inspire one another.

Our theme for this week would be in the area of self-leadership, and no one expresses it as well as Plato, the Greek philosopher. “The first and best victory is to conquer self!” Very often, we perceive leadership as an external expression of influence. There is a figurehead, or individual who is officially elected or chosen into power, and everyone else who is subservient to the leader who is in power.

However, self-leadership looks not at the followers, but at the leader himself. Robin Sharma in his bestselling book The Monk Who Sold His Ferrari said this about self-leadership, as he quoted Sir Edmund Hillary, known as the first person to reach the summit of Mount Everest. “It is not the mountain we conquer but ourselves.” The essence of self-leadership then is about mastering and conquering ourselves.

Jerry Acuff delves deeper into how self-awareness is the genesis of success, and looks at a number of crucial areas to attain insight, and knowing that our self-image can be changed is indeed an extremely empowering state of mind to possess. The anonymous quote at the end perfectly sums it up, “Your future depends on many things, but mostly on you.”

In this week’s Be A Leader column, Eric Lau looks at the power of self-leadership, and how our private world determines the measure of our public success. He shares with us three very relevant reflection points: a leader's motivation, a leader’s family, and a leader’s health. His clarion call to every leader and individual is to reflect on these topics: self-leadership, and how our private world determines the measure of our public success. He shares with us three very relevant reflection points: a leader’s motivation, a leader’s family, and a leader’s health. His clarion call to every leader and individual is to reflect on these topics: self-leadership, and how our private world determines the measure of our public success.

_starting Young this week shines the spotlight on our Leaderonomics Youth team’s highlights for the entire year. From our three main initiatives and special projects, we are extremely proud to share that a new record of number of participants and programmes has been set! _Finally, this week’s Movie Wisdom looks at Victor Frankenstein being on the brink of madness, and how it teaches us the importance of social support systems, passion, and staying true to our personal and professional level.

_conclusion

Jerry Acuff is the founder of Delta Point, Inc, a leading corporate consulting firm that focuses on building relationships with customers and employees and improving the effectiveness of sales professionals. He is the author of multiple books and has consulted the White House on health care reform. Tell us if you can identify the “Forest Gump” in your life at editor@leaderonomics.com

THE GENESIS OF SUCCESS: SELF-AWARENESS

By JERRY ACFU

editor@leaderonomics.com

“I think self-awareness is probably the most important thing towards being a champion.” – Billie Jean King

I agree. Self-awareness is the genesis of success. It’s similar to what they say about history. If you want to understand the future, look to the past.

If you want to figure out what you need to do to succeed, you need to look back and see what has worked well for you. And what hasn’t.

Basically, you need to understand yourself – your strengths, your weaknesses, likes, dislikes, passions, etc.

_WHO AM I?_ Life is a series of journeys or passages (as author Gail Sheehy would describe it). You aren’t the same at age 40 that you were at age 13 or age three. And you are unique.

No one else in the universe – even an identical twin – has experienced the same thing you have and reacted in the way you have. And although you will change and grow, your innate abilities already exist.

Who are you? What do you value? What do you like? Dislike? Who do you want to become? All of these are different aspects of self-awareness. True self-development only begins once you gain a good understanding of who you are and what or who you want to be.

You may be thinking “I already know who I am.” But do you really?

According to statistics, you probably don’t. One million students were asked to rate their ability in terms of how well they get along with others. Eighty-five per cent rated themselves in the top 50%. Perhaps even more surprising was that 25% felt they belonged to the top 1%. Obviously, misconceptions exist.

_SELF-IMAGE_ As Maxwell Maltz explains in one of my favourite books, Pygmalion, your self-image is the key to a better life because all your actions, feelings, and behaviours are based on your self-image.

What you think and do is based on how you imagine yourself to be. That means if you change your concept of who you are, you can change anything else.

You have the power to change the way you act and react to what happens in your life. You can decide not to let the little things bother you. You can decide that you are worthy of success. Ultimately, you can accomplish those lofty goals.

CONCLUSION

Knowing that you can change your self-image can be empowering. Visualise the person you want to be – that will help you figure out what you need to do to get there.

_and think of what a difference you can make in your life – and those of others. Don’t expect it to be easy. But anything worthwhile requires time and effort. The end result is worth it.

“Your future depends on many things, but mostly on you.” _Anonymous_
DIVERSITY IN MALAYSIAN COMPANIES: WHERE DO WE STAND?

In a collaboration with PwC Malaysia, TalentCorp has recently published the findings of its “Diversity in the Workplace 2015” survey. The survey provides us with the current diversity landscape in Corporate Malaysia. The survey was derived from 130 respondents including 67 of the largest 100 listed companies by market capitalisation, representing 70% of Bursa’s total market capitalisation.

DIVERSITY MOVING FORWARD

While some companies are striving towards diversity, the survey shows that much remains to be done to create a workplace that is less stratified and more inclusive, as the gender, ethnic and age make-up of the Malaysian population is still not well-reflected in the corporate environment. As we march towards a high-income economy, initiatives that promote diversity will continue to be improved and perfected upon so that we can achieve a prosperous and socially just future.

Our mix of religion and ethnicities could have divided us, instead our diversity has strengthened us. In line with this spirit, Bursa Malaysia has made disclosure of diversity policy mandatory for listed companies beginning 2015 and has encouraged disclosure on composition of workforce.

— Prime Minister Datuk Seri Najib Tun Razak

GENDER COMPOSITION BY INDUSTRY (TOP MANAGEMENT)

On average, women account for 22% of top management however with significant variation by sectors.

WORK-LIFE PRACTICES

Minority of companies surveyed have forms of FWA commonly practised internationally

Percentage of companies that offer flexible work arrangements (FWA)

To find out more about best workplace practices for companies, visit http://flexworklife.my/resource/case-studies

Percentage of companies with future plans to enhance or implement work-life practices

Only 10% of companies surveyed plan to enhance or implement work-life practices within a year
NACRA 2015

RECOGNISING EXCELLENCE AND BEST PRACTICES IN CORPORATE REPORTING

By LIM LAY HSUAN
layhsuan.lim@leaderonomics.com

In this day and social media age, the clarion call for greater accountability and transparency gets louder at a personal, corporate and national level. Launched in 1990, the National Annual Corporate Report Awards, or NACRA, has remain relevant in promoting excellence and best practices in annual corporate reporting. Jointly organised by the Malaysian Institute of Accountants, the Malaysian Institute of Certified Public Accountants and Bursa Malaysia, NACRA continues its theme towards Accountability and Excellence to raise the standards in annual reporting.

The five categories of awards offered through the years are: Overall Excellence Awards, Industry Excellence Awards for Listed Companies, Presentation Awards, Corporate Social Responsibility Reporting Awards, and the Special Award for Non-Listed Organisations.

NACRA’S OBJECTIVES

◼ To promote greater and more effective communication by organisations through the publication of timely, informative, factual and reader-friendly annual reports.

◼ To recognise and encourage excellence in the presentation of financial and business information.

◼ To create public awareness of the objectives of organisations, their operations and their financial performance.

◼ To promote higher standards of corporate governance.

EMBRACING DIVERSITY AND INCLUSION

What’s unique is that NACRA has introduced the sixth category of award this year, the Inclusiveness and Diversity Reporting Awards, in a joint effort with Talent Corporation Malaysia (TalentCorp). This is in response to Prime Minister Datuk Seri Najib Tun Razak’s announcement in 2014 on the need for organisations to establish and disclose their diversity policies, covering gender, ethnicity and age for board and management.

This new category is timely to recognise and value the various talent from different backgrounds. By embracing diversity and inclusion (D&I) in the workforce, companies can bring more diversity to their business.

The winners for this category are:

◼ CIMB Group – Gold Award
◼ Nestlé Malaysia – Silver Award
◼ Astro – Silver Award

3Cs CRITERIA FOR CONSIDERATION

COMPLETENESS
Companies would have to adhere to the Global Reporting Index (GRI) G4 standards which require in-depth reporting of their diversity. This includes data-year trend and disclosure based on GRI.

COMMUNICATION
The language used must be clear and concise to various stakeholders. Companies must communicate how D&I is important for their business and how it ties in the organisation’s sustainability strategy. The intention is to have companies report beyond “tick-boxing” that the GRI G4 requires.

CREDIBILITY
Companies need to demonstrate how they ‘walk the D&I talk’ by making conscious effort in putting their policies into practice. This can be observed in their actual board and workforce composition/gender diversity practices.

CIMB GROUP

Gold Award

CIMB recruits based on organisational needs and the ability of the potential employee to excel where high performance is expected. CIMB harnesses local talents and treats diversity as an asset. Its people policies do not discriminate on gender, race, religion, orientation or nationality.

Leadership training for universal bankers also focuses on diversity. This is referred as the 2x2x2 Principle: two functions, two businesses and two geographies. Senior leaders must serve in such capacities as they grow with CIMB.

Women make up 59% of total staff at CIMB. In 2013, the Ministry of Women, Family and Community Development awarded CIMB “The Preferred Workplace for the Advancement of Women” accolade.

Figure 1: Women in decision-making roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Member</td>
<td>22%</td>
</tr>
<tr>
<td>Group Management Committee</td>
<td>33%</td>
</tr>
<tr>
<td>Top Executives</td>
<td>17%</td>
</tr>
<tr>
<td>Managers</td>
<td>42%</td>
</tr>
<tr>
<td>Middle Managers</td>
<td>50%</td>
</tr>
<tr>
<td>Junior Managers</td>
<td>64%</td>
</tr>
</tbody>
</table>

Source: CIMB Sustainability Report 2014

Figure 2: Percentage of women participants in various CIMB programmes

81% STAFF REJUVENATION PROGRAMME
60% CIMB REGIONAL SCHOLARSHIP
54% CIMB ACE
53% CIMB FUSION
40% THE COMPLETE BANKER™
34% CIMB-INSIDE

Figure 3: CIMB workforce by gender and age group

<table>
<thead>
<tr>
<th>Gender</th>
<th>Breakdown by Gender</th>
<th>Breakdown by Age Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>55%</td>
<td>&lt;30 - 35: 27%</td>
</tr>
<tr>
<td>Female</td>
<td>45%</td>
<td>35-45: 71%</td>
</tr>
</tbody>
</table>

Source: CIMB Sustainability Report 2014

SPEARHEADING THE D&I AGENDA

CIMB harnesses local talents and treats diversity as an asset. Its people policies do not discriminate on gender, race, religion, orientation or nationality. Leadership training for universal bankers also focuses on diversity. This is referred as the 2x2x2 Principle: two functions, two businesses and two geographies. Senior leaders must serve in such capacities as they grow with CIMB.

Women make up 59% of total staff at CIMB. In 2013, the Ministry of Women, Family and Community Development awarded CIMB “The Preferred Workplace for the Advancement of Women” accolade.

CIMB’s Board reflects the diversity of their organisation, encompassing different nationalities, age and gender, in line with their regional presence.
NESTLÉ MALAYSIA

Silver Award

Being a global company operating in almost every country in the world, Nestlé has a diverse workforce, be it in terms of gender, ethnicity, age, nationalities or languages. Diversity at Nestlé is about celebrating differences. Nestlé ensures each individual carrying a variety of personalities and backgrounds has equal opportunity to be recognised, respected and nurtured to excel at what they do, so that they fulfill their highest potential with the organisation.

Nestlé believes that the more widespread the experiences and ideas, the more robust the discussion and the higher quality the solutions that are brought to the table. This leads to good business sense in any decision-making.

Nestlé provides detailed disclosure in its 2014 annual report in terms of breakdown of Nestlé Malaysia’s management and employees for ethnic composition, age group and gender.

Silver award winners Nestlé Malaysia and Astro at NACRA 2015.

Figure 4: Nestlé Malaysia’s employees in terms of ethnic composition, age group and gender

<table>
<thead>
<tr>
<th>ETHNICITY</th>
<th>Mgt %</th>
<th>N-Mgt %</th>
<th>Temporary %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bumiputera</td>
<td>8.6%</td>
<td>3,556</td>
<td>31</td>
<td>4,077</td>
</tr>
<tr>
<td>Chinese</td>
<td>14.2%</td>
<td>334</td>
<td>15</td>
<td>1,161</td>
</tr>
<tr>
<td>Indian</td>
<td>2.3%</td>
<td>246</td>
<td>7</td>
<td>3,84</td>
</tr>
<tr>
<td>Others</td>
<td>1.1%</td>
<td>13</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>Total</td>
<td>26.3%</td>
<td>4,148</td>
<td>57</td>
<td>5,702</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGE</th>
<th>Mgt %</th>
<th>N-Mgt %</th>
<th>Temporary %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 30</td>
<td>5.5%</td>
<td>1,585</td>
<td>26</td>
<td>1,902</td>
</tr>
<tr>
<td>30-50</td>
<td>18.6%</td>
<td>2,261</td>
<td>7</td>
<td>3,337</td>
</tr>
<tr>
<td>Above 50</td>
<td>2.2%</td>
<td>3,22</td>
<td>24</td>
<td>4,69</td>
</tr>
<tr>
<td>Total</td>
<td>26.3%</td>
<td>4,148</td>
<td>57</td>
<td>5,702</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GENDER</th>
<th>Mgt %</th>
<th>N-Mgt %</th>
<th>Temporary %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>13.5%</td>
<td>2,940</td>
<td>33</td>
<td>3,745</td>
</tr>
<tr>
<td>Female</td>
<td>12.7%</td>
<td>1,208</td>
<td>24</td>
<td>1,957</td>
</tr>
<tr>
<td>Total</td>
<td>26.3%</td>
<td>4,148</td>
<td>57</td>
<td>5,702</td>
</tr>
</tbody>
</table>

Figure 5: Nestlé Malaysia’s board of directors in terms of ethnic composition, age group and gender

<table>
<thead>
<tr>
<th>ETHNICITY</th>
<th>%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bumiputera</td>
<td>37.5%</td>
<td>3</td>
</tr>
<tr>
<td>Chinese</td>
<td>25.0%</td>
<td>2</td>
</tr>
<tr>
<td>Indian</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Others</td>
<td>37.5%</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGE</th>
<th>%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 30</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>30-50</td>
<td>25%</td>
<td>2</td>
</tr>
<tr>
<td>Above 50</td>
<td>75%</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GENDER</th>
<th>%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>75%</td>
<td>6</td>
</tr>
<tr>
<td>Female</td>
<td>25%</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>8</td>
</tr>
</tbody>
</table>

Figure 6: Astro workforce by ethnicity, age and gender

“"The people who work at Astro are as diverse as the seven million households we aspire to serve. This ethnic and cultural richness is integral to how we work and something we constantly champion. With 41% of our talent below 30 years old, and women making up 52% of our total staff and three out of eight directors of our board, Astro is a place for everyone to shine, regardless of age, background and gender." — excerpt taken from Astro’s annual report 2015

Astro also places great importance on strengths that move past the conventional, resulting in a dynamic and multifaceted team of creative individuals. Astro’s belief in strength through diversity has resulted in producing many wholesome teams of very creative and dynamic individuals who “Go Beyond” in their work.

Brought to you by TalentCorp
The ACCA Malaysia Sustainability Reporting Awards (ACCA MaSRA) honours organisations that aim to shift sustainability practices with the highest level of disclosure. In 2015, the awards were given to organisations that demonstrated excellence in sustainability-related risks in their operations across various countries, each with its specific disclosure requirements.

What are the aims of the ACCA MaSRA 2015?

- Encourage the uptake of sustainable corporate social responsibility and sustainability in Malaysia.
- In kyoto's keynote address during the award-giving ceremony, Minister in the Prime Minister's Department Datuk Seri Abdul Wahid Omar highlighted the importance of the ACCA MaSRA and clamed that sustainability is necessary for a company to be able to achieve its long-term and short-term sustainability goals.

What are the winners of the ACCA MaSRA 2015?

- The organisation's submitted report impressed the judges for the level of disclosure, which was seen to be robust and showed a good understanding of sustainability-related risks in Malaysia.
- The organisation also demonstrated that it has achieved its corporate transparency goals.

What are the benefits of winning the ACCA MaSRA 2015?

- The organisation was also able to add another feather to its cap when it received the ACCA MaSRA 2015 award.
- The organisation was also able to improve its sustainability-related risks and extend its sustainability strategy, as reflected in its CEO's corporate statement, which was also endorsed by the ACCA Malaysia Advisory Committee.

Who are the judges of the ACCA MaSRA 2015?

- The judges of the ACCA MaSRA 2015 were also responsible for determining which companies were eligible to receive the ACCA MaSRA 2015 award.
- The judges were also responsible for determining which companies were eligible to receive the ACCA MaSRA 2015 award.

The ACCA MaSRA 2015 winners were:

- Best Sustainability Reporting within Malaysia:
  - Best Overall Report: Axiata Group Bhd
  - Bestallitarian Report: DiGi.Com Bhd
  - Best SME Report: Nestle Malaysia Sdn Bhd
  - Best Property Report: Sime Darby Property
  - Best Sustainability Reporting within the stock market: Petronas Energy Sdn Bhd

How are the winners of the ACCA MaSRA 2015 selected?

- The winners of the ACCA MaSRA 2015 were selected based on the company's sustainability-related risks and sustainability strategy, as reflected in its CEO's corporate statement.
- The winners were also selected based on their commitment to achieving their sustainability goals.

What are the key highlights of the ACCA MaSRA 2015?

- The key highlights of the ACCA MaSRA 2015 include:
  - A strong sustainability-related risks and sustainability strategy, as reflected in its CEO's corporate statement.
  - A good understanding of sustainability-related risks in Malaysia.
  - A good understanding of sustainability-related risks in Malaysia.
  - A good understanding of sustainability-related risks in Malaysia.

The ACCA MaSRA 2015 winners were:

- Best Sustainability Reporting within Malaysia:
  - Best Overall Report: Axiata Group Bhd
  - Bestallitarian Report: DiGi.Com Bhd
  - Best SME Report: Nestle Malaysia Sdn Bhd
  - Best Property Report: Sime Darby Property
  - Best Sustainability Reporting within the stock market: Petronas Energy Sdn Bhd

How are the winners of the ACCA MaSRA 2015 selected?

- The winners of the ACCA MaSRA 2015 were selected based on the company's sustainability-related risks and sustainability strategy, as reflected in its CEO's corporate statement.
- The winners were also selected based on their commitment to achieving their sustainability goals.

What are the key highlights of the ACCA MaSRA 2015?

- The key highlights of the ACCA MaSRA 2015 include:
  - A strong sustainability-related risks and sustainability strategy, as reflected in its CEO's corporate statement.
  - A good understanding of sustainability-related risks in Malaysia.
  - A good understanding of sustainability-related risks in Malaysia.
  - A good understanding of sustainability-related risks in Malaysia.

The ACCA MaSRA 2015 winners were:

- Best Sustainability Reporting within Malaysia:
  - Best Overall Report: Axiata Group Bhd
  - Bestallitarian Report: DiGi.Com Bhd
  - Best SME Report: Nestle Malaysia Sdn Bhd
  - Best Property Report: Sime Darby Property
  - Best Sustainability Reporting within the stock market: Petronas Energy Sdn Bhd

How are the winners of the ACCA MaSRA 2015 selected?

- The winners of the ACCA MaSRA 2015 were selected based on the company's sustainability-related risks and sustainability strategy, as reflected in its CEO's corporate statement.
- The winners were also selected based on their commitment to achieving their sustainability goals.

What are the key highlights of the ACCA MaSRA 2015?

- The key highlights of the ACCA MaSRA 2015 include:
  - A strong sustainability-related risks and sustainability strategy, as reflected in its CEO's corporate statement.
  - A good understanding of sustainability-related risks in Malaysia.
  - A good understanding of sustainability-related risks in Malaysia.
  - A good understanding of sustainability-related risks in Malaysia.
As we look back on our journey, it’s been a tremendous year of giving and growth. They say, no man is an island. It’s people like you – our readers, partners, clients, participants, learners, suppliers, family, friends and Leaderonomers - who enable us to give our very best.

WITH YOUR HELP, LEADERONOMICS CONTINUES TO...

**GROW PEOPLE INTO LEADERS**
- Developed over 1000 leadership articles and videos for all
- Developed and executed over 300 employee development programmes for various organisations
- Supported numerous organisations in building culture and engagement processes

**BUILD COMMUNITIES OF LOVE**
- Executed 16 youth development projects impacting young lives and communities
- Set up 10 leadership clubs in secondary schools (Klang Valley & Penang)
- Developed intentional leadership programmes for over 1,500 university students

**TRANSFORM THE NATION**
- New offices in Johor Bahru, Borneo and Cambodia
- Vendor of the Year Awards 2015
  - Best Leadership Development Consultant (Gold)
  - Best Management Training Provider (Gold)
  - Best Psychometric Testing Provider (Gold)
- HR Excellence Awards 2015
  - SME Employer of the Year Award
  - Excellence in CSR Practices (Gold)
  - Excellence in Employee Engagement (Silver)
  - Excellence in Workplace Well-Being (Silver)

If you are an educator, business owner, HR leader, NGO leader, or just passionate about helping others grow to their fullest potential, we want to partner with YOU!

To access our free leadership resources and content for your personal growth, go to [www.leaderonomics.com](http://www.leaderonomics.com)
In place strategic and concerted efforts to drive a world-class training culture within their organisation and circle of influence. One of the main highlights of the event was the announcement by the Minister that the percentage of skilled workforce under HRDF coverage is at 38%, which is 10% higher than that of national level, which currently stands at 28%. This was followed by a commending applause to HRDF for their concerted efforts over the years to move the local workforce up the value chain through accelerating the nation's human capital development.

The role of the Technical Committee is to evaluate participating employers and training providers in their specific categories based on a standard marking scheme which is based on the Malcolm Baldridge National Quality Award. Employers and training providers who have clearly articulated and demonstrated their capabilities in their submissions, were shortlisted and notified for a site visit.

The purpose of the awards is not only to establish a healthy competition amongst HRDF-registered employers and training providers, but to also inspire them to reskill and upskill their employees. The exclusive gala dinner event witnessed an award-giving ceremony to deserving employers from the manufacturing and services sector, and exemplary training providers that have put in place strategic and concerted efforts to drive a world-class training culture within their organisation and circle of influence. The event was the announcement by the Minister that the percentage of skilled workforce under HRDF coverage is at 38%, which is 10% higher than that of national level, which currently stands at 28%. This was followed by a commending applause to HRDF for their concerted efforts over the years to move the local workforce up the value chain through accelerating the nation’s human capital development.

The role of the Technical Committee is to evaluate participating employers and training providers in their specific categories based on a standard marking scheme which is based on the Malcolm Baldridge National Quality Award. Employers and training providers who have clearly articulated and demonstrated their capabilities in their submissions, were shortlisted and notified for a site visit.

The purpose of the awards is not only to establish a healthy competition amongst HRDF-registered employers and training providers, but to also inspire them to reskill and upskill their employees. The exclusive gala dinner event witnessed an award-giving ceremony to deserving employers from the manufacturing and services sector, and exemplary training providers that have put
The Power of Self-Leadership
Learning How Your Private World Determines Your Public Success

By ERIC LAU
editor@leaderonomics.com

SUCCESS is greatly valued in the corporate world. For organisations, success would mean hitting the bottom line, meeting shareholders’ expectations and achieving their organisation’s vision. Corporate leaders often will spare no effort to achieve these goals. On one hand, success is sweet and welcomed. It brings with it personal satisfaction, financial rewards and meaningful purpose. On the other hand, in the quest of achieving success, there can be downsides. Leaders can end up working too hard and working too late. This may lead to organisational culture and relationship breakdowns, and may even resort to unethical ways in business dealings. All this is done in the name of achieving organisational success. So, does the end justify the means? Hopefully you will say no.

LEAD YOURSELF FIRST
A leader’s job is to lead their organisation. But good leadership that leads to meaningful success can only be achieved when the leader first learns to lead himself. The logic is simple: if you can’t lead yourself, you can’t lead others. The leader’s private world will often determine their public success. However, leading oneself begins with self-awareness. I used to be an American Idol fan. My favourite part of this reality television show is at the beginning of the season. This is where the auditions are held. It’s fun to watch! If you have followed the show, you know how this pans out for some contestants. You see this guy who “tries” to sing. Once he finishes, the judges deliver their verdict that he fails to move to the next round. What happens next? He storms out of the audition room and the cameraman follows him. He is obviously upset. He fights back. He accuses the judges of not appreciating his unique talent and being prejudice against him. But wait. You and I who are watching the television know this guy cannot sing. The judges who are professionals know this guy cannot sing.

However, the only person who does not know that he cannot sing is himself! He has absolutely no sense of self-awareness with regard to his ability (or rather inability) to sing. I’m afraid many corporate leaders are in the same boat. In their drive to achieve success, they have very little self-awareness as to how they are actually leading themselves and others. They are often blind-sided by the immediate and lose sight of what really matters. However, a leader’s self-awareness can only happen when there is self-reflection. There are many areas that a leader should reflect on, but let me focus on three major reflection points.

REFLECTION POINT NO. 1: A LEADER’S MOTIVATION
What motivates a leader’s drive for success? I wish I could say that all leaders have pure motives to deliver sustainable corporate goals, help their employees develop and progress in their careers and ensure that their organisation makes a positive impact in the society. Unfortunately, far too often we see leaders that are self-serving and egocentric instead. They often mask their selfish motives behind strategic insights and claim they see the big picture. In the process, positive organisational culture is eroded, unnecessary restructurings take place, trust and loyalty are broken and good people leave the company. In return, the leader’s short-term goals are met. He gets his big fat bonus. He looks good in front of his bosses. He positions himself as the turnaround expert. His curriculum vitae is perfect for the next big job.

However, he leaves behind structural chaos, distasteful culture and unsustainable business strategies. Leaders motivated by money, power and ego often make decisions for self-gain. On the other hand, true great leaders have pure motives and build with a clear conscience.

REFLECTION POINT NO. 2: A LEADER’S FAMILY
I like the way John Maxwell defines success. He says, “Success means having those closest to me love and respect me the most.” I agree.

For all of us, those closest to us would be our spouses, our children, our parents and siblings. It is going to be disappointing for many leaders to have worked so hard to climb the ladder of success to find out that at the end of the climb, the ladder was leaning on the wrong wall.

I once spoke to a group of leaders from a multinational company about the importance of work-life balance. In that session, I touched on issues relating to family.

At the end of the session, the most senior person in the room approached me privately to thank me for the talk. With tears in his eyes, he told me he wished that he had heard me talk about the importance of family relationships 30 years ago. He then related to me on how he had worked so hard building corporate success over the years that he neglected his relationship with his two daughters. Today, both his daughters have their own families and are living abroad. He and his wife meet them once every year or two.

What saddens him most is not the geographical distance between him and his daughters but the relational and emotional distance he experiences with them. Good leaders always focus on what really matters — their families.

REFLECTION POINT NO. 3: A LEADER’S HEALTH
Leaders can push themselves and if they are not careful, they do it at the expense of their physical well-being. The simple truth is if we lose our health, we can lose the strength and energy to fulfil our dreams. It is also not uncommon to hear about corporate leaders dropping dead due to stress at work.

Consider Ranjan Das, the chief executive officer of SAP India, who died of a heart attack in 2009 at the young age of 42. Those who knew him said he was an unlikely candidate for a heart attack. He was an avid marathon runner, was known to exercise regularly and was very careful with his eating habits. In fact, Ranjan died shortly after a work-out session. Being in the pink of health, no one expected him to die the way he did.

What was revealed later was that Ranjan slept an average of only four to five hours a day. He consistently had extremely packed schedules and lived a constantly stressed lifestyle. The truth is, no amount of exercise and healthy diet can be a remedy for a constantly stressed lifestyle. Leaders can never be stress-free but they can certainly manage their stress levels by intentionally controlling what they allow to be occupying them.

CONCLUDING THOUGHTS
Good leaders lead their organisations well. Better leaders lead themselves well first. Once they get their heart and motivations right, they will see their public success flourish. So, to every leader out there, take time to reflect. Self-reflection will lead to self-awareness and in turn lead to self-correction and ultimately to self-transformation.

The logic is simple: if you can’t lead yourself, you can’t lead others. The leader’s private world will often determine their public success.
IT has been an exciting and eventful 2015 for the Leaderonomics Youth Team. Through our three main initiatives and special projects, we are proud to say that we have set new records for number of participants and programmes this year.

The year 2015 has been especially wonderful. We have touched the lives of so many youths through DIODE camps, Leaderonomics Clubs in schools, “Student Leaders’ Programmes”, community outreach programmes, and many more.

At the same time, we did not forget to include parents and educators – the important role models in the lives of today’s youths – through parent workshops and trainings in order to provide as much support as we can to assist them in growing future leaders of this country.

It has been quite a task for our lean youth team of eight Leaderonomers. Nonetheless, how could we not execute these programmes with joy and energy – knowing that we have the chance to touch and transform many lives along the way?

Being passionate about our work, we have played multiple roles at various times – counselor, mentor, big brother or sister and advocate – not always because we are experts in these roles but because we truly care about the youths who participate in our programmes.

We believe in building communities of love and to do so, we become role models who demonstrate these values which run deep in the youth team.

We would like to send a heartfelt shout-out to all those who have supported our work in the youth team. We could not have run all these programmes without your blessings and your belief in what we do.

For the upcoming year, we will continue reaching out, changing lives, and slowly but surely, transforming the nation!

LEADERONOMICS is a social enterprise dedicated to building leaders at all levels for the purpose of transforming the nation. Our award-winning youth, campus, corporate and media initiatives have been widely recognised for their impact and reach.

Visit www.leaderonomics.org/youth to learn more about how we can partner with your organisation or community to develop young leaders and create social impacts.

TESTIMONIALS:

From this camp, I have learnt a lot of things besides having fun there. I am glad to have the opportunity to join this camp. One of the things that I have learnt is that teamwork is important to achieve our vision. To achieve our vision, we must know what our awareness is and have a good plan. I also appreciate every moment we stayed together there.

Lee Vicky (Taiping Leadership Programme, SMJK Hua Lian)

I see what you are doing now. You are getting them to see beyond their duties, to be proactive in building relationships with other students and collaborate with students to build a better school.

Chong (Student Leader’s Programme, teacher at SMK Puchong)
ON THE BRINK OF MADNESS

WHAT HAPPENS WHEN A LEADER BREAKS ALL THE RULES?

By CAROLINE REGINA
PARAMESWARAN
editor@leaderonomics.com

At the beginning of the movie, a voice narrates: “You know the story. A crack of lightning. A mad genius. An unholy creation.”

Despite the ominous opening, Victor Frankenstein is more than just another sci-fi horror film. This movie teaches us about the importance of passion, social support systems and staying true to our values when it comes to leadership.

PASSION IN LEADERSHIP
How does Victor Frankenstein, the radical scientist hell-bent on pursuing groundbreaking research (figuratively and literally) show us the importance of passion in leadership?

He exudes energy and excitement when he talks about his work, spittle and all! This raw energy rubs off on Igor Strausman, a gifted surgeon whom he meets, and who eventually helps him achieve his vision of creating life after death.

Similarly, as leaders – be it in our schools or workplaces, it is important to have passion in all that we do. Passionate enthu-siasm has the ability to draw people to us and our ideas. It enables us to seamlessly influence others to join forces with us and to help us achieve our visions.

However, being overly passionate can be dangerous too. Victor Frankenstein is a classic tale of how being too passionate about something to the point that it becomes one’s sole focus in life can have devastating effects.

Frankenstein is so convinced that he had stumbled upon an amazing discovery that he refuses to listen to the cautionary messages of those around him. Lorelai, the trapeze artist who befriends Igor, is the voice of reason that keeps Igor grounded in what he is doing. As a friend, she is honest with him when she realises that Frankenstein and Igor’s experiments are going overboard. Similarly, as leaders, it is often easy to be engulfed in wanting to achieve our visions that we blind ourselves to other things. Therefore, it is important to surround ourselves with good friends who have our well-being at heart and who can advise us when we need to re-evaluate our passions.

IMPORATANCE OF A SOCIAL SUPPORT SYSTEM
The movie teaches us about the importance of having a strong support system in order to keep our passions in check. Lorelai, the trapeze artist who befriends Igor, is the voice of reason that keeps Igor grounded in what he is doing. As a friend, she is honest with him when she realises that Frankenstein and Igor’s experiments are going overboard. Similarly, as leaders, it is often easy to be engulfed in wanting to achieve our visions that we blind ourselves to other things. Therefore, it is important to surround ourselves with good friends who have our well-being at heart and who can help us stay on track.

Igor proves that he is a true friend to Frankenstein when he decides to return and look for him despite an earlier parting of ways. As a friend, he feels concern and wants to see that Frankenstein is alright. Even though it is dangerous, he pushes on and tries to reason with Frankenstein. Throughout the process, he does not give up and is there for his friend at the most trying moments.

Therefore, always remember that good friends are important when it comes to leadership as they are the ones who will be brave enough to tell us the hard truth. They will also be the ones who will advise us when we need to re-evaluate ourselves.

STAYING TRUE TO YOUR VALUES
Having passion in leadership enables us to influence others to join forces with us, and it teaches us about the importance of staying true to our values.

For example, although Igor is initially excited to work alongside Frankenstein, he pulls back when he learns the truth about Frankenstein’s ultimate vision. He is horrified that Frankenstein is going to bring to life to something that does not exist in reality. Lorelai encourages Igor to make a firm stand against what he does not believe in. Likewise, as leaders, we need to stay true to our values. If we believe that something is not right, we owe it to ourselves to speak up – even if we feel indebted to someone because of what they have done for us.

What’s interesting is how Frankenstein teaches us to respect the opinions of others, no matter how hard. When Igor finally makes his stand, Frankenstein graciously allows him to leave.

As leaders, we should remember to stay true to our values and to respect the values that others hold. Change is inevitable. It is important for leaders to recognise that people’s direction in life changes as they grow. Though their values may initially align with ours, there may come a time when their values diverge. And when or if that happens, we should be gracious enough to respect their decisions and let them go.

CONCLUDING THOUGHTS
To sum up, having passion for the things we do makes us better leaders. Having a good support system is essential in maintaining our well-being. Let’s all remember to keep our friends close by despite the mad rush to go up the corporate ladder.

As leaders, we may be put in situations where our values misalign with others. When such a situation arises, we must find the courage to make a stand for what we believe in. Additionally, be willing to let go of those whose values no longer align with ours. It is essential in ensuring that one’s working environment is compatible for everyone.