YOUR ULTIMATE LEADERSHIP GUIDE

Grow | Build | Transform

LEADERONOMICS.COM
Read | Watch | Learn | Be

T: 03 7966 8388  F: 03 7955 3355

SIX MAJOR CHALLENGES SOCIAL MEDIA CREATES FOR TEENAGERS

HOW TO STOP YOUR STAFF FROM TURNING INTO DARTH VADER

TIMELESS LESSONS FROM AUDREY HEPBURN

WHO IS YOUR ROLE MODEL?

This leadership guide is powered by Leaderonomics.
Log on to www.leaderonomics.com to download this week’s update.
RAISING LEADERS

BY ROHINI RAJARATNAM
editor@leaderonomics.com

YOU know how they say charity begins at home? Likewise, leadership too. Look at it this way: a family is like a company, the children are the interns, and the parents are the managers.

As your children watch you every day, they absorb your behaviour like a sponge. Also at a young age, a child is most influenced by his parents. Hence, your behaviour is most likely mirrored by your children, which means leadership actually starts with you.

There is indeed a strong link between leadership and parenting. Parents hold the key to tomorrow’s future and it is important to do it with your children if you want to make a change.

So, where does one start?

1 UNDERSTAND YOUR CHILD

The first step in teaching someone is to first understand how they work and what works best. Working with a child’s personality, a parent needs to learn how best to develop that child’s individual traits and abilities. This also involves tempering traits that are left unchecked which could become a liability in the future.

For example, an assertive, outgoing personality is a great trait in a leader, but without self-control it can be seen as overly aggressive and controlling.

2 TEACH THEM INDEPENDENCE

Success in business and in life is driven by risk. When parents go overboard in protecting their children, they don’t allow them to take risks or experience failure. This can become an issue as they may grow up having difficulties facing failure head-on, even though setbacks are essentials to succeed as a leader. However, don’t rub it in their face either. Just be there for your child when they fail.

3 SHOW SOME APPRECIATION

It is good to show appreciation once in a while and praise your children for their achievements to build a healthy sense of self-esteem. However, piling on the praise doesn’t give them more self-esteem. Children need to believe in themselves and to develop the self-confidence required to become the best versions of themselves, but if you gush every time they put pen to paper or kick a ball (the “everyone gets a trophy” mentality), this creates confusion and false confidence. Show your children how proud you are of their passion and effort, just don’t paint them as superstars when you know it isn’t true.

4 ORGANISE MORE ACTIVITIES

Once you have understood your child, it would be much easier to identify his interests and dislikes. Encourage your child to take part in team activities either through scouting troops, sports or even camping trips.

A child needs to learn from a young age about how:

• being a leader involves being able to work in a group, and

• to lead that group towards a common aim.

WHY NOT TRY THIS?

When you go to a restaurant, instead of placing orders for your children, how about slowly turning it into a simple confidence-building exercise by having your children speak directly to servers? Allowing them to order and speak directly to servers will help them gain confidence, while encouraging them to communicate what they need.

Rohini believes in the magical powers of coffee. She also believes that the workplace should be fun and fulfilling!

SEARCH FOR A SUPER ROLE MODEL

AFGHANISTAN boy, Murtaza Ahmad, dubbed “Little Messi,” shot to global stardom early this year after photos of him dressed in blue-and-white-striped plastic jersey with Lionel Messi’s name inscribed in marker were posted on Facebook.

On his role model, Murtaza reportedly told CNN: “I want to meet Messi, spend time with him. I love the way he plays football. I love him very, very much.”

Behind every successful person stands a very strong role model. He or she can be a person whose behaviour, example or success is or can be emulated by others, especially by younger people.

Having someone to look up to while growing up can play a huge role in inspiring us to achieve the best we can for ourselves. After all, leadership lessons learnt during childhood help establish first seeds of leadership ambition.

Perhaps one day, we will get to see Little Messi grow up to be a professional football player too.
PARENTING IN A DIGITAL AGE

SOCIAL MEDIA HAS ITS BENEFITS BUT HAS ALSO PROVEN TO HAVE SOME HORRIBLE COSTS. THE MOST IMPORTANT THING WE RAISE IN OUR CHILDREN IS THEIR SELF-ESTEEM.

BY SHERRIE CAMPBELL
editor@leaderonomics.com

SOCIAL MEDIA

The majority of teenagers are obsessed with self-promotion and comparing themselves to their friends on social media in compulsive ways. Social media provides a constant outlet for the trap of comparison, which subsequently creates feelings of depression and low self-worth in many teens.

Teens rarely have a break from the constant stream of social media because their cell phones have practically become a part of their anatomy. To separate from their phone or computer is to separate from their entire world.

As parents, we need to accept that social media is a normal part of our teenagers’ lives, the world they live in and now, necessary for their development.

In light of this, we have to parent more intently and deliberately on nurturing their self-esteem to be based on achievements, being a good person, working hard, having in-person conversations and reminding them of the value of real life.

1 SOCIAL MEDIA

The cyberworld provides a whole new outlet for bullying for teenagers. As parents, we have seen over and over the published suicides on YouTube, Facebook and Twitter.

Bullying also takes on more subtle forms such as subtweet which is a passive-aggressive, yet public way to call out a friend or a person who isn’t making you happy, to everyone in your social media following.

Subtweet has replaced direct, person-to-person confrontation, and easily provokes subtweet wars where others jump in and add on, but nothing gets resolved.

All these have caused our teenagers to have a certain amount of paranoia that people are tweeting about them, but because it’s a subtweet, there is really no way to find out if it is about them unless they ask. Often when they ask, they are told it wasn’t about them (when it was) and it becomes crazy-making.

As parents, we can normalise that this type of stuff—notes being passed about us in class—happened to us as teens, but we need to validate for our teenagers how much more intense it is for them to have it happen so publicly, and how hard that can be on their hearts.

We have to parent them to choose courage over fear and to speak up for themselves person-to-person.

2 CYBERBULLYING

The cyberworld provides a whole new outlet for bullying for teenagers. As parents, we have seen over and over the published suicides on YouTube, Facebook and Twitter.

Bullying also takes on more subtle forms such as subtweet which is a passive-aggressive, yet public way to call out a friend or a person who isn’t making you happy, to everyone in your social media following.

Subtweet has replaced direct, person-to-person confrontation, and easily provokes subtweet wars where others jump in and add on, but nothing gets resolved.

All these have caused our teenagers to have a certain amount of paranoia that people are tweeting about them, but because it’s a subtweet, there is really no way to find out if it is about them unless they ask. Often when they ask, they are told it wasn’t about them (when it was) and it becomes crazy-making.

As parents, we can normalise that this type of stuff—notes being passed about us in class—happened to us as teens, but we need to validate for our teenagers how much more intense it is for them to have it happen so publicly, and how hard that can be on their hearts.

We have to parent them to choose courage over fear and to speak up for themselves person-to-person.

3 Sexting is a new form of sexual flirting and communication that would likely never happen in person. Text allows our teens an outlet to say and do things they would never have the guts to say and do in person.

Because teens think mostly about the now, they do not have the skills to handle it when a naked picture of them gets circulated amongst a large group of people, like the entire football team. The consequences of sexting and naked photos can go viral in a way our teens are not prepared for. The shame, embarrassment and loss of reputation can drive a teenager to their lowest of lows.

Sexting messages and pictures are often used as blackmail or revenge, which can keep our teenager in an unhealthy relationship for the fear of any sexting or naked photos being leaked, when a relationship breaks up.

As parents, we have to be educated on these issues and do all we can to discourage this type of communication and photo-taking to help our teenagers avoid the horribly embarrassing consequences their actions can bring.

4 Selfies are the latest obsession, which is narcissism at its finest. Teens are naturally narcissistic, and when healthy, this narcissism is a necessary part of their development, but the world of selfies is taking our teenagers into a place of being in love with their own image or causing them to be obsessed with the image of others.

Selfies can drag our teenagers into a secret self-loathing. No matter how great their selfie is, they may be measuring their worth on how many “likes” or “Comments” the selfie gets.

This turns the selfie into an addiction and a determinant of their beauty, worth, popularity and validity.

If a selfie doesn’t get a lot of likes or receives a negative comment, they may assume they are ugly, stupid, worthless, not good enough or feel that people don’t like them.

As parents, we need to encourage inner beauty, hard work, achievement and how to be a loving person more deliberately because our teenagers are constantly faced with the self-promotion addiction of the social media world.

6 MAJOR CHALLENGES SOCIAL MEDIA CREATES FOR TEENAGERS

[Note: The article contains QR codes for the full article on The Huffington Post and other related resources.]
CRITICAL OCCUPATIONS LIST: ADDRESSING MALAYSIA’S TALENT SHORTAGES

SKILLS DEFICITS AND LABOUR IMBALANCES STAND IN THE WAY OF MALAYSIA ACHIEVING ITS DEVELOPMENT GOALS

A 5. Malaysia charts a transformational path towards a high-income economy, jobs for skilled workers continue to grow across key economic sectors. To ensure a productive workforce, Malaysia must ensure a high-quality flow of talent supply to fill these jobs to avoid growing skills mismatches, as skilled talent is a critical factor driving the economy.

WHAT ARE THE CRITICAL OCCUPATIONS IN MALAYSIA?

All the occupations listed in this report were identified based on data spanning 2011–2014. The list was published in December 2015. The list will continually be refined and updated on an annual basis to ensure that it remains relevant and provides an accurate and timely picture of skills imbalances in Malaysia.

1. **Aerospace**
   - Engineers
   - Analysts
   - Technicians
   - Technicians

2. **Agriculture**
   - Agronomists
   - Agricultural Engineers
   - Animal Scientists
   - Agricultural Economists

3. **Buildings and Construction**
   - Structural Engineers
   - Civil Engineers
   - Surveyors
   - Quantity Surveyors

4. **Chemical Engineering**
   - Chemical Engineers
   - Process Engineers
   - Thermodynamicists
   - Materials Scientists

5. **Civil Engineering**
   - Civil Engineers
   - Surveyors
   - Geologists
   - Environmental Scientists

6. **Computer Hardware**
   - Computer Hardware Technicians
   - Computer System Analysts
   - Software Developers
   - Systems Analysts

7. **Computer Software**
   - Computer Software Developers
   - Database Administrators
   - Software Testers
   - Business System Analysts

8. **Electrical & Electronics**
   - Electrical Engineers
   - Electronics Technicians
   - Mechanical Engineers
   - Electrical & Electronics Engineers

9. **Energy & Power**
   - Engineers
   - Technicians
   - Scientists
   - Technicians

10. **Food & Beverage**
    - Food Technologists
    - Food Science Technicians
    - Nutritionists
    - Biotechnologists

11. **Geological Engineering**
    - Geologists
    - Geologists
    - Geophysicists
    - Geotechnical Engineers

12. **Health**
    - Medical Scientists
    - Biostatisticians
    - Pharmacists
    - Nutritionists

13. **Information and Communication Technology (ICT & GBS)**
    - Software Developers
    - Systems Analysts
    - Database Administrators
    - Computer Scientists

14. **Manufacturing**
    - Manufacturing Engineers
    - Quality Control Technicians
    - Tool Design Engineers
    - Process Engineers

15. **Medical**
    - Medical Scientists
    - Biostatisticians
    - Pharmacists
    - Nutritionists

16. **Meteorological**
    - Meteorologists
    - Weather Analysts
    - Meterologists
    - Climatologists

17. **Nuclear Energy**
    - Nuclear Engineers
    - Nuclear Technicians
    - Nuclear Physicists
    - Nuclear Technicians

18. **Petroleum & Gas**
    - Petroleum Engineers
    - Petroleum Geologists
    - Petroleum Technicians
    - Geologists

19. **Pharmaceutical**
    - Pharmacists
    - Pharmaceutical Technicians
    - Biostatisticians
    - Biologists

20. **Pharmaceuticals**
    - Pharmacists
    - Pharmaceutical Technicians
    - Biostatisticians
    - Biologists

21. **Predatory & Natural Resources**
    - Foresters
    - Environmental Scientists
    - Wildlife Biologists
    - Wildlife Scientists

22. **Real Estate**
    - Real Estate Appraisers
    - Real Estate Analysts
    - Real Estate Brokers
    - Real Estate Agents

23. **Retail**
    - Retail Analysts
    - Retail Managers
    - Retail Technicians
    - Customer Service Representatives

24. **Science**
    - Scientists
    - Scientists
    - Zoologists
    - Paleontologists

25. **Space**
    - Astronauts
    - Astronauts
    - Astronauts
    - Astronauts

26. **Statistics**
    - Statisticians
    - Economists
    - Social Science Researchers
    - Social Scientists

27. **Telecommunications**
    - Telecommunications Engineers
    - Telecommunications Technicians
    - Telecommunications Analysts
    - Telecommunications Technicians

28. **Veterinary**
    - Veterinarians
    - Veterinary Technicians
    - Veterinary Scientists
    - Veterinary Scientists

29. **Veterinary Medicine**
    - Veterinarians
    - Veterinary Technicians
    - Veterinary Scientists
    - Veterinary Scientists

30. **Water Technology**
    - Water Engineers
    - Environmental Scientists
    - Environmental Scientists
    - Environmental Scientists

31. **Wildlife & Plant**
    - Wildlife Biologists
    - Wildlife Scientists
    - Wildlife Managers
    - Wildlife Managers

32. **Waste Management**
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians

33. **Weather**
    - Meteorologists
    - Weather Analysts
    - Meterologists
    - Climatologists

34. **Wildlife & Plant**
    - Wildlife Biologists
    - Wildlife Scientists
    - Wildlife Managers
    - Wildlife Managers

35. **Waste Management**
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians

36. **Weather**
    - Meteorologists
    - Weather Analysts
    - Meterologists
    - Climatologists

37. **Wildlife & Plant**
    - Wildlife Biologists
    - Wildlife Scientists
    - Wildlife Managers
    - Wildlife Managers

38. **Waste Management**
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians

39. **Weather**
    - Meteorologists
    - Weather Analysts
    - Meterologists
    - Climatologists

40. **Wildlife & Plant**
    - Wildlife Biologists
    - Wildlife Scientists
    - Wildlife Managers
    - Wildlife Managers

41. **Waste Management**
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians
    - Waste Management Technicians

42. **Weather**
    - Meteorologists
    - Weather Analysts
    - Meterologists
    - Climatologists

The Critical Occupations List (COL) is a list of jobs that are in demand in key sectors of the economy, and for which industries may be facing shortages or difficulties in filling. It is developed by the Critical Skills Monitoring Committee (CSC), which is jointly led by TalentCorp and the Institute of Labour Market Information and Analysis (ILMIA). The list is used by TalentCorp and the Ministry of Human Resources to identify occupations exhibiting high employment and wage growth, an indicator of high demand.

HOW CAN WE BENEFIT FROM IT?

The CSC recognizes the importance of aligning education and training with industry demands to ensure a skilled workforce. It recommends the following steps to benefit from the list:

1. **Education and Training Institutions**
   - Develop programs and courses aligned with the required skills and experiences.
   - Offer internships and work placements to provide practical experience.

2. **Employers**
   - Identify the skills required for their job roles.
   - Collaborate with educational institutions to train workers with the necessary skills.
   - Provide ongoing training and development opportunities.

3. **Job Seekers**
   - Research the list to identify in-demand and high-demand occupations.
   - Tailor their education and training to match the skills required.
   - Seek employment in sectors with high demand.

For the full list of critical occupations, please download the report Critical Occupations List 2015/2016 at http://www.talentcorp.com.my/mediacentre/publications or scan the following QR code.
IJM: A GREAT MALAYSIAN STORY TO BE TOLD

Riding through the economic cycles and emerging stronger today

By IJM LKY HISGAN

Kuala Lumpur May 7

The growth trajectory of IJM Corporation Berhad, one of Malaysia’s most respected home-grown companies, is remarkable. Since its inception in 1983, IJM has grown from a construction and engineering company to a diversified conglomerate. The company has diversified into sectors such as property development, infrastructure, and construction. With a strong focus on sustainability and innovation, IJM has differentiated itself in the market.

Through the fiery furnace, the diamond in IJM emerged when the leadership collectively decided that no one would lose their job at any cost. This marked the birth of a new culture focused on shared destiny. The shared destiny policy was introduced in 1999, and it has remained a cornerstone of IJM’s values and principles. Today, IJM is well positioned to exceed its goals of sustainable growth. The company has a solid track record of delivering projects on time and within budget, and it has a strong reputation for customer satisfaction.

The company’s success can be attributed to its leadership style, which is characterized by a strong work ethic, and a focus on integrity and excellence. IJM’s leadership has always been committed to developing and retaining talent, and the company has a strong commitment to giving all employees a voice.

In conclusion, IJM’s success can be attributed to its leadership style, which is characterized by a strong work ethic, and a focus on integrity and excellence. IJM has a strong commitment to giving all employees a voice, and its leadership has always been committed to developing and retaining talent.

---

WHAT IJM-ERS ARE SAYING ABOUT FACEBOOK AT WORK

“Information among colleagues is now a click away. Thanks to Facebook at Work.” — Tony Chong, Manager of architectural and interior design, Property division

“With open and transparent dialogue like Facebook at Work, everyone is on the same page and aligned to the same purpose. The journey of IJM into the future landscape of our businesses workforce has just begun.” — Harjeet Singh a/l Daya, Manager, Corporation communication & affairs division

---

BRIDGING GAPS THROUGH COMMUNICATION

Dissemination of information and knowledge sharing among peers, and leaders is instantaneous. It’s our way of ensuring that everyone is on the same page and aligned to the same purpose. The journey of IJM into the future landscape of our businesses workforce has just begun.

---

JOIN THE DISCUSSION

For more highlights, visit the Facebook page of IJM Corporation Berhad (www.facebook.com/ijmcorp). Follow us @IJMCorp on Twitter to be part of the conversation.
STOP YOUR WORKERS FROM TURNING TO THE DARK SIDE

HR TALK

By MARK LOVATT
editor@leaderonomics.com

All know the story. Young Anakin Skywalker from Star Wars: brilliant, preca-
cious and idealistic, but ends up as a force for evil. Born into reduced circumstances, he is adopted by a powerful organisation working for the good of the galaxy and is trained to the highest level.

His potential is clear, and he is recog-
nised and lauded as a potentially great leader, the Chosen One (or if it was foot-
ball, the Special One). All goes well until he hits a point of crisis when everything he treasured is threatened.

In desperation, he turns to a for-
mer friend and confidant, Supreme Chancellor Palpatine, who promises him the help that he needs. All is not as it appears to be though, and Palpatine (secretly the Dark Lord of the Sith, Darth Sidious) draws him over to the dark side, resulting in Anakin’s corruption, his betrayal of the Jedi, and ultimately the destruction of all that he holds dear.

As a consequence of his actions, he emerges as the cyborg Darth Vader, and for two decades, perpetrates evil on a galactic scale in the service of the new Emperor Sidious. With the Emperor, he ends up meeting his own son, Luke Skywalker, and tries to convince him to join him on the dark side.

Luke refuses, at which point the Emperor tries to kill him, but Darth Vader intervenes and sacrifices his own life to save Luke. Finally, father and son are reunited and Anakin, now redeemed, passes away peacefully.

It’s not always the case that people turn into lightsabre-wielding cyborgs when things go wrong. However, we might notice that some people in our organisation may be beginning to show some of the same tendencies.

Here are some ideas on how to prevent your staff from turning into Darth Vader.

1 PROVIDE HELP WHEN NEEDED
Anakin turned to the dark side when he hit a major crisis and Palpatine stepped in to provide the help that Anakin was looking for.

A crisis can hit anyone at any stage of their life: a member of family in need of an expensive operation, a significant investment that failed, or gambling debts of a family member that sud-
denly emerges. When these things happen, people may be tempted to use their position to obtain a lot of money in a short period of time, through fraud, corrup-
tion, or even the 4th long. The solution? Look out for your workers and spot the warning signs. Are they looking exhausted, anxious, or jumpy? Have their pat-
terns of behaviour changed? For example, are they sud-
denly working late at night or over the weekend when work pressure doesn’t jus-
tify it? Are they not taking their annual leave at all, so that they are always at work and are defensive about others getting involved in their operational areas?

All these are warning signs that some-
thing might not be quite right. Asking questions and offering help may be enough to carry them through the situa-
tion without them getting into serious trouble. Equally, it may give them the warning that their behaviour is being noticed and they realise it is too risky to do what they were thinking of.

Try to provide useful help. For example, some companies provide free financial advice and planning services, whilst oth-
ers provide counselling services on how to deal with personal crises. All these can help employees find their way through without going over to the dark side.

2 EMPOWER AND PROMOTE YOUR STAFF TO THE LEVEL THAT THEY ARE CAPABLE OF
Ambitious, capable people like Anakin need challenging targets and responsibil-
ties which will stretch them, otherwise they tend to get restless and look for opportunities which might not be so healthy. Keeping them busy and focused help steer them clear of tempting offers from alternative sources which could prove detrimental in the long-term.

Humility often comes through hum-
brlying circumstances, when they realise they might not be as good as they think they are and still have much to learn.

Providing a development plan for them to grow will thus give them direction and encourage them to stay put if they are able to see where their career is heading.

Allow them to make small mistakes from which they can learn, and to which you can use to correct them, and direct their devel-
oment, and perhaps even explain why they are not yet ready for the position they han-
er after.

Frustration and disappointment can also build up to a crisis point, tipping employ-
es over to the dark side, and providing excuses for them to rationalise their mis-
behaviour:

“I deserve it, I work the hardest here.”
“No one will notice. That’s what a company of this size!”
“If I don’t do it, somebody else will.”

So, make sure their creativity and ener-
gy have a legitimate output; this is also good for the company as you are utilising all that focus and energy.

3 HAVE CLEAR POLICIES AND PROCEDURES ON RISK AREAS, WITH VIGOROUS ENFORCEMENT FOR THE PEOPLE WHO BREAK THE RULES
The trouble with temptation is that it’s tempting! Things which people are drawn to often offer rewards in the short term while the long-term consequences remain hidden. If the Jedi Knights had had proper guidelines on what to avoid and whom to stay clear of, maybe Anakin wouldn’t have turned to the wrong source for support.

Ensure that your company has set clear guidelines on gifts and hospitality, man-
agement of cash, and other areas which traditionally have caused problems, and that these policies are well communi-
cated to all employees on a regular basis, including the new staff.

Often, both fraud and corruption start with the small things, which people find they can get away with, and over the years it builds up to something much more serious. Nipping bad behaviour in the bud (“the broken window” theory) can prevent more serious incidences from occurring in the future.

4 REWARD PEOPLE FOR TRANSPARENCY AND FOR TELLING THE TRUTH
Darth Vader was redeemed and returned to being Anakin when he finally told the truth and the dark mask was removed. It wasn’t a pleasant experience being on either side, but it resulted in a powerful change.

Encouraging honesty, humility and transparency encourages people to speak up about the things they are not sure about and to seek help at the right time.

If Anakin had spoken to the Jedi Knights and they had provided him with the help that he needed, his life (and the well-being of the galaxy) would not have been so seriously affected by the chal-

lenges he had to face.

So, spend time with your emerging leaders, and talk honestly about your experiences, both the successes and the failures, and what you have learned from both. This encourages them to do the same.

As an old proverb says, iron sharpens iron, and allowing people to be hon-
est about the things they are not sure about, encouraging them to seek help when needed, and working as a team to resolve issues that one person may try and carry alone, benefit not only the individual but also the team and the company itself.

PARTING THOUGHTS
If all goes well, the young Anakins in an organisation will develop as they should: not into Dark Lords being fried by those in authority and hanged at their own prodigy, but rather, into successful Jedi Knights working for the well-being of all concerned, which is personally think is a better option.

This article is available at www. leaderonomics.com, where you can download the PDF version.

Mark Lovatt is a thought leader and internationally recognised expert in the area of corruption and business integrity systems. He is a faculty member of Leaderonomics and CEO of Trident Integrity Solutions, working in Malaysia for a better corporate environment and an improved world for all. To engage with Mark, write to training@ leaderonomics.com.
LEADERSHIP LESSONS FROM THE MAN WHO CREATED THE TATA NANO

By SANDY CLARKE
editor@leaderonomics.com

WEN we think of what a great leader should be, we have in mind qualities such as integrity, humility, passion and commitment towards a vision.

While it’s easy to expound on the abilities of effective leaders, great leadership is a difficult task to undertake, let alone carry forward successfully, building credibility, respect and a legacy along the way. But one such man has managed to exemplify the idea of what it takes to be a great leader: Ratan Tata spent 21 years at the helm of Tata Sons, from 1991–2012, and in that time helped the company to realise annual revenues of US$100bil (RM400bil) and made a number of impressive acquisitions including Tetley, Jaguar Land Rover, and Corus.

One of Tata’s standout qualities is his humility, which was with him when he joined the Tata Group in 1961. His first role saw him on the shop floor of Tata Steel, shovelling limestone and handling the blast furnace, as he sought to understand the company and its values from the ground up.

Tata’s leadership commands respect throughout the world, which is highlighted by the numerous prestigious awards bestowed upon him. To name just a few, in 2014 he was awarded the Honorary Knight Grand Commander of the Most Excellent Order of the British Empire by the United Kingdom, and was presented with the Padma Vibhushan in 2008 and Padma Bhushan in 2000, the second and third highest civilian honours awarded by the Government of India. Despite retiring from executive responsibilities in 2012, Tata continues to serve as the chairman of the main two Tata trusts, Sir Dorabji Tata Trust and Sir Ratan Tata Trust, and their associated trusts, as well as maintaining a number of non-executive advisory positions.

One of Tata’s most famous innovations was the Tata Nano – a project in which he was instrumental – the purpose of which was to bring affordable cars to Indians in an effort to reduce the use of motorcycles. At the time of the Nano’s launch in 2008, pricing was around US$1,500 (RM6,000), but has since risen to around US$2,000 (RM8,000). Nevertheless, the car still maintains its “world’s cheapest car” claim.

The success of Tata Sons under Ratan Tata’s stewardship, and the social change he has seen manifest thanks to the company’s innovations, make the Harvard-educated Indian one of the great leaders of Asia, if not the world.

So what can be learned from Tata’s leadership? What does it take to be a great leader and to continually adapt, grow and succeed?

Here are just some of the leadership lessons that can be learned from Tata’s remarkable journey:

1 COMMUNICATE CLEARLY AND OFTEN
If there’s one quality leaders often lack, it’s the ability to set out their vision clearly – and to listen to the people who are assisting you on the road to success. One-way communication is rarely effective communication.

Ratan says: “For more is gained by walking on the shop floor and communicating with the people. Communication is an exceedingly important function for any chairman to do and to be visible in that sense.”

2 DON’T BE AFRAID OF TAKING RISKS
All great leaders throughout history took risks as part of their success. Some risks were calculated, while others were more of a gamble. But the overriding principle to be innovative and creating change is that it takes something never done before in order to bring the seemingly impossible to life.

Ratan says: “Where did Microsoft, Apple, Amazon, Google and Facebook come from? They came from ideas that people felt something could be done, and that they could make a difference.”

3 NEVER DISCOUNT THE VALUE OF TRUST
You can be a great innovator, an inspirational speaker, an efficient problem-solver and a leader who makes a killer coffee. However, none of that will mean much at all if you lack trust in people, or people lack trust in you or your organisation.

Ratan says: “Trust is the psychological bond between you and your customer, your workers, and stakeholders. Without trust, you run the risk of being a superficial entrepreneur based on criteria which are not truly fundamental to the manner in which you do business.”

4 STAY HUMBLE
Humility is one of those words that is freely bandied around, but the actual quality is less often practised. It is valuable precisely because it helps to keep leaders grounded without losing touch with reality, and enables them to view objectively their strengths and weaknesses and act accordingly to the interests of their organisation and the people it serves.

Ratan says: “If you sit next to a Nobel Laureate, they never tell you they have won a Nobel Prize – other people tell you.”

5 BE YOURSELF... EVERYONE ELSE IS TAKEN
Tata is a far cry from the ebullient, trumpet-blowing cavalier that often caricatures great leadership. He instead cuts a reticent, soft-spoken, humble leader and serves as a great example that anyone can succeed – and perhaps stands a greater chance of success – by staying true to who they are.

Ratan says: “I realised the shoes I had to fill were far too big to mimic (taking over from his uncle J.R.D. Tata in 1991), and so I decided to be myself and that to do what I thought was right would be the way to go.”

Sandy wholeheartedly agrees with Tata’s leadership lessons, particularly the advice to be yourself: He believes authenticity in leadership is one of the key factors for success. To connect with Sandy—follow him on Twitter @ RealSClarke.
Courting Your Career: 6 Easy Steps to See Where You Interests Are

By Justin Yap

In my previous article, I explored how “courting” a job can be an invaluable way of gaining insights into a career, thereby helping us make informed career decisions. That article mostly focused on what’s out there but paid minimal attention to the individual. Therefore, if you had questions such as: “Am I good enough for that?” or “Do I have what it takes to succeed in that profession?”—then you are right on the money—pun absolutely intended. In this article, we start to look into ourselves to further help with our decisions.

Interest, Love, and Passion

The late Steve Jobs is often quoted as saying, “If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you,” and “Choose a job you love, and you’ll never have to work a day in your life.”

Well, research into career satisfaction seems to indicate that the quotes are, in fact, correct. Numerous studies have already noted that interest is the primary predictor of job satisfaction. Some also call this passion. With passion, comes motivation. With motivation, comes energy, commitment, and a will to succeed. A quick search on the definition of interest yields:

1. the feeling of a person whose attention, concern, or curiosity is particularly engaged by something
2. something that concerns, involves, draws the attention of, or arouses the curiosity of a person, and
3. the power of exciting such concern, involvement, etc.; the quality of being interesting.

From the definitions above, we can conclude that everyone has interests—from gardening, to playing computer games, to playing musical instruments. However, the problem is that what you’re interested in, often does not match what society would deem worthy of receiving compensation for. So, your interest is then relegated to being a hobby and not a paid profession. Therefore, we’ll need to find an occupation that marries our interests with something that society would pay us for.

Holland Codes: RIASEC Decoded

There are many career interest models around, however we will use the Holland Codes aka RIASEC. In simple terms, the RIASEC model is a categorisation of six types of work performed in various professions. Each category has broad similarities in terms of job behaviour as well as skills required. Therefore, if you have interest in the core behaviour, it is likely you will be interested in the related occupations as well.

1. Realistic
   - This category requires some form of movement of the limbs. For example, sports and dancing are some jobs that fall under the Realistic category. These jobs are very hands-on and involves the physical manipulation of either self or an object. The hands-on nature of this category extends to the usage of tools. Therefore carpentry, photography, technical engineering, cooking, and any other career that involves some usage of tools come to mind. The theory states that if you like hands-on work, you are likely to be interested in professions such as crafting jewellery, carpentry, electrical engineering, and many others that will require usage of limbs.

2. Investigative
   - This type of work focuses around the usage of mental inquiry and investigation. If you often wonder how things work, you are likely to have this interest. As the nature of this interest is mainly curiosity and inquisition, most if not all scientific careers require this drive. Sciences are founded on research and an inquisitive person will not feel out of place. Some examples of careers requiring this type of work is medicine, engineering, psychology, criminology, and many more.

3. Artistic
   - Artistic work revolves around creative expression. This expression can come in many forms, such as language, drama, visual art, craft, and music. Therefore, this interest can drive someone towards careers such as graphic designers, music, and acting. One quick way to discover if you have this interest category is to assess how structured your daily schedules are. If you are inclined to go with the flow and decide what to do on a whim or intuition rather than follow a regulated timetable, chances are you would score highly on the artistic scale.

4. Social
   - As the name implies, this interest involves people. It is driven by the desire to be with people in some form or other. Therefore, a person with this interest will fit into any career that requires spending the majority of their time with people, like the hospitality industry, as well as the helping professions of counselling and social work. If you find yourself bored and listless without people around you, then you might want to explore this interest group a bit more.

5. Enterprising
   - Some call this interest the “persuaders” as work in this category usually involves the persuasion of some people. It is not surprising then that people with this interest tend to end up being their own bosses, managing his/her employees towards greater performance. Some example careers requiring the Enterprising interest is marketing, sales, law, education, management, and entrepreneurship. If you find yourself comfortable at rallying others towards a common goal, then this is a good place to start your exploration.

6. Conventional
   - This type of work revolves around being accurate and organised. The work involved is usually systematic and detailed, with little room for deviation. Instantly, careers like accounting, actuary, and administration come to mind. Therefore, if you find yourself more able to function when there are clear rules and instructions, you might want to explore this interest group a bit more.

Bringing it All Together

With the six work categories outlined, what you do now is assess which of the six types of work is most appealing to you. If you feel you like working with your hands the most, explore the related occupations in the Realistic category. Or if you feel you have a knack for being organised, be sure to look up the Conventional occupations. If you are not sure, why not take a career interest test? Search online for The RIASEC Test from the University of Hawaii Community Colleges.

The results of the test should be taken with caution, and used for exploratory purposes rather than prescriptive. If you would like something more conclusive, visit a university nearby and inquire about career testing. They may have career testing tools that are more complete, however, please be prepared to pay a fee.
WORDS OF WISDOM FROM AUDREY HEPBURN

LESSON ONE: HARDSHIPS CAN MAKE OR BREAK YOU

When the Nazis invaded Holland, they blocked the area she lived in and food became scarce. Hepburn almost starved to death during her adolescence. To survive, she was reduced to eating tulip bulbs and attempted to make bread from grass. Mass malnutrition killed around 18,000 people (including some of her family members). Her envied slim body in her later years was actually a result of those four years during the war. “She suffered from asthma, jaundice and other illnesses caused by malnutrition,” said her son, Luca Dotti, who wrote a memoir about his mom, Audrey At Home.

According to her son, Hepburn’s mother had at times told her to “drink water to feel full.” When she was too weak to stand up, he writes, “She would spend entire days in bed with a book, thus hoping to expel from her mind obsessive thoughts about food.”

In spite of always desiring children, she had three miscarriages in her lifetime, one of which occurred when she fell off a horse. Determined to have children, she took time off work and eventually gave birth to Sean Hepburn Ferrer and Luca Dotti. No matter what was thrown at her, Hepburn managed to pick herself up and aim to succeed.

LESSON TWO: INTERNAL BEAUTY SPILLS OVER EXTERNALLY

In an ever-changing society, we often hear messages that convey: true beauty comes from within or that the external character far outweighs the internal. However, Audrey Hepburn epitomised how inner and outer beauty are both equally important.

As her son Sean says, “She was brave and would try anything. But she was never very confident. She didn’t think she was pretty which turned out to be a good thing because it made her act like a real person instead of a sex symbol. If she looks natural on screen, that’s just the way she was in life—very unassuming and full of life.”

“Make-up can only make you look pretty on the outside but it doesn’t help if you’re ugly on the inside. Unless you eat the make-up.” —Audrey Hepburn

LESSON THREE: LET YOUR LIFE BE SIGNIFICANT EVEN IF IT MEANS GOING AGAINST THE FLOW

At 16 years old, Audrey volunteered as a nurse during World War II. Little did she know that one of the wounded soldiers she would help—Terence Young—would become a director and he would later direct Hepburn in the film, Wait Until Dark. She also worked for the United Nations International Children’s Emergency Fund (UNICEF) for 38 years of her life. She travelled around the world during their projects to help impoverished women, children, and families. When she was not travelling on those trips, according to UNICEF, she still committed her time and effort to promote their work.

An exceptional piece of wisdom she gave was that:

“Success is like reaching an important birthday and finding you’re exactly the same.” —Audrey Hepburn

In an era when women were becoming more liberal in their dressing, Hepburn didn’t conform to society’s expectations of who she should be. Hence, she is still viewed today as a role model for modesty and elegance for women all over the world.

Even in her later years, she was seen putting the needs of others first, and had a reputation for being kind and humble.

FREE LEADERSHIP WORKSHOPS

Conducted by a highly trained group of Masters in Managerial Psychology students from HELP University, in collaboration with the leadership experts from Leaderonomics, these workshops aim to help individuals gain leadership perspective.

• Young Graduates (1 – 3 years working): 19 May, 7 – 10pm, Wisma HELP

• Youth (age 14 – 16): 21 May, 9.30am – 12.30pm, Leaderonomics (Phileo Damansara 1)

• School Leavers (age 17 – 19): 21 May, 2 – 5pm, Leaderonomics (Phileo Damansara 1)

• NGO Leaders: 24 May, 7 – 10pm, Wisma HELP

• College/University students: 26 May, 7 – 10pm, Wisma HELP

Limited to 30 pax per workshop. Admission by registration only, based on a first-come-first-serve basis.

For inquiries, contact Tatianna at tatianna.jane@leaderonomics.com
By PETER ECONOMY
editor@leaderonomics.com

You can learn business lessons from a book, in a class, or from the school of hard knocks. Or you can learn from someone who started at the bottom and worked their way to the very top. Here are four chief executive officers who did just that.

1. **STEVE JACKSON, CEO OF HUNGRY HOWIE’S PIZZA**

In 1973, a teenage boy named Steve Jackson worked for the founder of a small pizzeria in Taylor, Michigan as a pizza delivery boy. Steve made an impression as a young teen, but eventually left for college to study to become a teacher. Because of the lack of jobs available during that time, he came home from college, decided to forgo teaching, and instead opened a second location of what was then the very first Hungry Howie’s Pizza. In 1983, they awarded their first Hungry Howie’s franchise and within the next three years, 65 franchises were opened within the Hungry Howie’s system. With Steve Jackson at the helm as CEO, Hungry Howie’s now has almost 600 locations in 21 states and has seen 24 consecutive quarters of same-store sales growth.

Steve advises, “Do your best and make connections. I started my career by delivering pizzas as a teenager and through college. I worked hard and made an impression on the company’s founder. When I came to the founder with the goal of opening a second location of the restaurant, he believed in me and trusted my determination. Impress your colleagues, show that you are passionate and motivated about your career, and do not be afraid to work your way up an organization.”

“As a leader, it is important to follow the same principles. I constantly use my connections to collaborate with others to continue to better myself and the company as a whole. We work hard every day to create new and innovative ways for our business to thrive, and I do so by tapping into my trusted advisors and colleagues.”

2. **YOUNG LEE, CEO OF THE FLAME BROILER**

Young Lee is a South Korean immigrant who came to the United States in search of the American Dream. After graduating from college, he was ready to take on the workforce and took a sales position that required him to be on the road and often in his car during lunch time. As a result, he ate extremely unhealthy lunches at every fast food chain imaginable. Soon after, he fell ill with sores all over his body, nausea— and more—with numerous medical professionals unable to give him a diagnosis. He took it as a sign that it was time to leave the sales job and start eating right. Almost instantly he saw improvement in his health.

As a result, Young opened the very first The Flame Broiler restaurant in Fullerton, California in 1995 where he served simple and healthy fast food consisting of top-quality beef/chicken and freshly blanched vegetables. Over the next few years, he opened additional restaurants across southern California before making the decision to franchise the concept in 1999. Since then, the brand has grown to over 180 restaurants in five states. In 2015, the concept achieved revenue of almost US$100mil.

According to Young, “Growing up in southern California as a South Korean immigrant at a time when racism was at its peak, I was taught that although it was difficult, there are always hidden opportunities within every situation. This is something that I’ve carried with me throughout my working career. After graduating college and accepting a job in insurance sales, I knew this would not be my lifelong career. Through this experience and facing severe health issues, it allowed me to discover my passion of helping others to make healthy, more informed lifestyle choices—and ultimately open The Flame Broiler.”

“In growing my business over the last 22 years, I’ve been faced with a number of challenges, but I always remember to look for a positive and find ways to help better others as we grow and improve together.”

Peter Economy has written more than 80 books on a variety of business and leadership topics. You can read more of his leadership articles here: www.inc.com/author/peter-economy. For more Thought of the Week articles, visit our website at www.leaderonomics.com.