WHAT EMPOWERS YOU

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GRANTING GREATNESS
THE CASE FOR EMPOWERMENT

EMPOWERMENT = EXCELLENCE

There are a number of reasons that empowerment is where a leader’s focus should lie:

1. Empowering establishes pride in people’s work because it means that what they are doing or creating is worthwhile.
2. Empowerment puts faith in others because it shows that you trust them and believe in their potential and skills.
3. Empowerment creates autonomy because you have to step back to let others co-lead.
4. Empowerment allows failure but more importantly, opportunity to grow and learn because while mistakes are inevitable, you’ve allowed a positive, strength-based mindset to exist.
5. Empowerment opens the floor for upcoming innovators and winners because what some people need to be great is the opportunity to be great.

It’s a win-win for everyone. You enhance the success of both yourself and others by further enabling others to be their best selves.

Louisa secretly wishes she is a Power Ranger (the black one, obviously) because it would be both awesome and useful. Share your source of power with her at louisa.allycyn@leaderonomics.com.

By LOUISA DEVALDAISON
editor@leaderonomics.com

“People under the influence of an empowering person are like paper in the hands of a talented artist. No matter what they’re made of, they can become treasures.” — John C. Maxwell

JOHN Maxwell said this to sum up a story from his book, Leadership 101: What Every Leader Needs to Know, about an English artist named William Wolcott who, in 1920s New York, was documenting his impressions of the city. One day, he was overcome with the urge to sketch and picked up a piece of regular wrapping paper. His friend pointed this out but he said in response, “Nothing is ordinary if you know how to use it.” Wolcott created two sketches on this canvas and later that year, one of them sold for USD500 and the other for USD1,000. That was a lot of money for the early 1900s.

This is, in essence, why empowering others is pivotal to both personal and professional success. As the poem by John Donne goes: “No man is an island entire of itself; every man is a piece of the continent, a part of the main...”

No one, no matter how impressive or skilled or intelligent, can do it alone. Moreover, as an executive and/or leader, the only way to succeed in the long run is to achieve excellence and success through people.

Consider your company a car, your employees the parts that make it run and empowerment the fuel source. If you pump the wrong fuel or poor quality fuel in, you ultimately make your engine less efficient and hamper your car’s performance.

WHAT’S HOT NOW!

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BY LIM LAY HSUAN

The School Of Hard Knocks
By STEPHANIE LING

Are You Pursuing Happiness: The Materialistic And Worldly Way?
By VIGNESWARAN KANNAAN

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To find out about our upcoming innovators and winners as well as great is the story from his book, Leadership 101: What Every Leader Needs to Know, about an English artist named William Wolcott who, in 1920s New York, was documenting his impressions of the city. One day, he was overcome with the urge to sketch and picked up a piece of regular wrapping paper. His friend pointed this out but he said in response, “Nothing is ordinary if you know how to use it.” Wolcott created two sketches on this canvas and later that year, one of them sold for USD500 and the other for USD1,000. That was a lot of money for the early 1900s.

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Leaders don’t create followers, they create more leaders.
—Tom Peters

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4 THINGS SUCCESSFUL LEADERS DO TO EMPower EMPLOYEES

By MARSHALL GOLDSMITH
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A 5 a manager or leader, do you let your people assume more responsibility when they are able? Do you know when that is, or do you keep telling yourself that they aren’t ready yet?

In my travels around the world, I talk with thousands of people every year who want to be treated as “partners” rather than as employees. They want information to flow up as well as down. But, oftentimes, leaders do not want to give up control.

I knew a chief executive officer who was the leader of one of the world’s largest global organisations. He received feedback that he was too stubborn and opinionated. He learnt that he needed to do a better job of letting others make decisions and to focus less on being right himself.

He practised this simple technique for one year: before speaking, he would take a breath and ask himself, “Is it worth it?” He learnt that 50% of the time his comments may have been right on, but they weren’t worth it. He quickly began focusing more on empowering others and letting them take ownership and commitment for decisions, and less on his own need to add value.

Your employees understand their jobs. They know their tasks, roles, and functions within the organisation, and it’s time for you to let them do what they need to do to get the job done. But there is a critical point that is often missed: it’s not possible for a leader to “empower” someone to be accountable and make good decisions. People have to empower themselves.

Your role is to encourage and support the decision-making environment, and to give employees the tools and knowledge they need to make and act upon their own decisions. By doing this, you help your employees reach an empowered state.

The process does take longer—employees will only believe they are empowered when they are left alone to accomplish results over a period of time—but it’s effective and worth the time. If a company has a history of shutting down or letting go of initiatives, for instance, the leader can’t just tell employees, “You are empowered to make decisions.”

To make sure this happens, an ongoing discussion of the needs, opportunities, tasks, obstacles, projects, what is working and what is not working is absolutely critical to the development and maintenance of a “safe” working environment. You are likely to spend a lot of time in dialogue with other leaders, employees, team members, and peers.

The following are four things successful leaders do to build environments that empower people.

1. Give power to those who have demonstrated the capacity to handle responsibility.
2. Create a favourable environment in which people are encouraged to grow their skills.
3. Don’t second-guess others’ decisions and ideas unless it’s absolutely necessary. This only undermines their confidence and keeps them from sharing future ideas with you.
4. Give people discretion and autonomy over their tasks and resources.

IT ISN’T POSSIBLE FOR A LEADER TO “EMPOWER” SOMEONE TO BE ACCOUNTABLE AND MAKE GOOD DECISIONS. PEOPLE HAVE TO EMPower THEMSELVES.

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ARE YOU A LEADER OR A MANAGER? LEARN WHAT YOU MIGHT BE DOING TO CONTRIBUTE TO THE ‘DISENGAGED EMPLOYEE’ EPIDEMIC

PART OF BUILDING AN EMPOWERING ENVIRONMENT IS DEPENDENT ON THE LEADER’S ABILITY TO RUN INTERFERENCE ON BEHALF OF THE TEAM. THE LEADER NEEDS TO MAKE SURE PEOPLE ARE SAFE WHILE DOING THEIR JOBS.

■ Marshall Goldsmith (www.MarshallGoldsmith.com) is the author of 35 books, which have sold over two million copies and have been translated into 30 languages. E-mail us your thoughts on belief triggers at editor@leaderonomics.com.

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LESSONS I LEARNT FROM ORGANISING THE SEA JAM 2016

BY MING PANG
editor@leaderonomics.com

I t is just past 2am in the car park of Chin Woo stadium. We’re milled around the Rexton and trying to tetris in the last of the party detritus so we can finally—please deities—go home.

It was the last party of South East Asia (SEA) Jam 2016, a 5-day swing dance extravaganza that began in Singapore and ended in Kuala Lumpur (KL), and it was about as crazy as it sounds.

It was the largest event I’ve ever been involved in organising. Every person who takes on a leadership role has those points where the skills and resources you have, and what you’re aiming for, is separat-ed by a gaping, yawning abyss. Possibility full of unknown terrors and monsters that are not of the glitter kind.

SEA Jam 2016 was mine.

IN THE BEGINNING...
Planning began over a year ago when I was approached by my teacher, mentor and Asian swing dance ringleader, Sing Lim. She headed the SEA Jam committee of three in Singapore and floated this idea of the first-ever multi-city event. Would my husband and I (we run KL Swing in Malaysia) join them in making this happen?

Young, the son of swing dance master Frankie Manning, didn’t make it due to health issues. (He is recovering well now.)

Our initial booking for Chin Woo stadium, which has a huge parquet floor, had to be moved to a smaller function room with laminate flooring because we didn’t have the expected people who signed up.

Gunhild Carling, our bandleader, was going to bring another member of her family band. But we had to cancel that as well.

Bus trip from Singapore to KL WENT DOWN...
Three swing dancers having a ball at the SEA JAM 2016. From left: James Lee, Hong Wee, and Jordan Saw.

Pain is information. And we, as a committee, certainly got a lot more informed in this process! And it’s now something we can look back with pride that we made it due to health issues.

Pioneer).
WHEN IT COMES TO EMPowering EMPLOYEES, IT IS IMPORTANT THAT WE FOCUS ON THE POWER TO SERVE A GREATER PURPOSE, WITHOUT THIS FOCUS ON A GREATER PURPOSE, THEN WHATEVER POWER IS GIVEN TO THE EMPLOYEE WILL END UP BEING UTILISED FOR SELF-SERVING PURPOSES.

WHENEVER I consult with organisations, one of the prevailing sentiments is that when it comes to dealing with the workforce, employees. There’s something so true that I speak out the number of expectations clear-headed, everything else will fall into place. In fact, if I allow the comfort and to empower them to take charge—after all, such employees are the backbone human being who has no need to be reminded is on the right thing to do.

The word “empowerment” has become such a buzz word that in my observation, it seems to be more of a vibe, everything from productivity to profitability. Is giving more power and autonomy really the way to improve employee engagement and performance?

In today’s work context, empowerment means to assign authority and trust to an individual to carry out assigned responsibilities. This all sounds good as an end goal. However, we can observe a great dissonance when we overwhelm the power of potential goodness and underestimate the pull of human nature.

THE POTENTIAL GOODNESS

There should be no denying that Earth is inherently good and full of potential goodness. We are created in an environment for an organisation to have a department called human resource (HR) to manage and develop. It is because human nature is natural and organic to do what is right and fair. Each and every employee and individual to do what is right and fair. Each and every employee and individual to do what is right and fair.

THE HYPE OF POTENTIAL GOODNESS

There is a saying that rings true—“What do you think that your job offers you?” To people who have been in a difficult situation, the output from a human being is not only about the things that we are doing, but also about how we are doing it. The output from a human being is not only about the things that we are doing, but also about how we are doing it. The output from a human being is not only about the things that we are doing, but also about how we are doing it. The output from a human being is not only about the things that we are doing, but also about how we are doing it. The output from a human being is not only about the things that we are doing, but also about how we are doing it.
Three weeks ago, I ran my first five-day four-night camp for 20 young graduates. We had a series of training modules to help them learn things, plus a bunch of smart people who came by to teach. Then, we had me. I tried to teach them what I knew about work and careers. The best thing about being a “teacher” is that you learn a lot more than being a student. By trying to give, you actually receive. This is what I learnt from them.

1 YOUNG PEOPLE WORRY ABOUT MEANING
One of the first things we tried to impart was that young people need to be flexible. Just because someone is a finance graduate, they shouldn’t expect to work in finance or a bank. I know. My degree is in electrical engineering, and here I am trying to be a teacher and a writer at the same time.

However, I realised most of them were already open to the idea of exploring other fields. What they were afraid of was getting a job that was meaningless to them.

I had graduates tell me that if they couldn’t find a job in their field, they’d be willing to do something totally different, like teach children in remote areas of the country—as long as it was meaningful.

I was touched to hear that so early in their careers, they were already thinking about the “why.” Plus I didn’t hear any complaint about low pay or hard work.

Sometimes older people say that young people today are spoilt. Maybe they’re just way ahead of us.

2 YOUNG PEOPLE LEARN BETTER BY DOING INSTEAD OF LISTENING
If you think staying awake during an after-lunch meeting is difficult, try keeping a class of 20-something awake during an after-lunch class.

I knew that it would be difficult, but I didn’t realise how difficult it could be.

Granted, I’m not the best teacher in the world, but I found that beyond a certain point, the only thing that could keep people awake were activities. More activities, less talking.

At the end of the five days, when we looked at evaluations, hard data proved it too.

Participants were most engaged while doing activity-based modules, not modules where someone (no matter who the person is) took the stage and preached.

That is why at Leaderonomics, we believe in experiential learning.

3 YOUNG PEOPLE LOVE AUTHENTICITY
Over the five-day camp, we had many different people take the stage.

Some of our speakers were high-ranking people in both the government and private sectors. Predictably, they spoke very well.

But we had other less accomplished, young speakers who came and spoke too. Despite not having a lot of experience, speaking ability or charisma, it was inspiring to see how these graduates connected with the speakers.

The crucial element? Our guest speakers were authentic when sharing their personal stories. It made everyone laugh and cry together.

My boss always tells me that for a presentation to be successful, the presenter must both be competent (i.e. he knows what he’s talking about) and relatable (i.e. the audience feels connected to him).

It’s not enough for a speaker to be smart. Then it would just feel like he’s talking down to us. He needs to be real too—that makes us feel something.

Over the five days, we had a series of training modules to help them learn things, plus a bunch of smart people who came by to teach. Then, we had me. I tried to teach them what I knew about work and careers. The best thing about being a “teacher” is that you learn a lot more than being a student. By trying to give, you actually receive. This is what I learnt from them.

What Graduates Taught Me About Young People

By AARON TANG
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Three weeks ago, I ran my first five-day four-night camp for 20 young graduates. We had a series of training modules to help them learn things, plus a bunch of smart people who came by to teach. Then, we had me. I tried to teach them what I knew about work and careers. The best thing about being a “teacher” is that you learn a lot more than being a student. By trying to give, you actually receive. This is what I learnt from them.

That is why I tell young people this: Just worry about making yourself 1% better every day. The only person you really have to compare yourself to, is yourself yesterday.

Parting thoughts
I went into camp hoping to learn about young people from young people. And I did.

Over the few meaningful days we shared, I learnt all about their hopes, fears and dreams.

And I learnt that they’re just like you and I.

Aaron is campus and digital marketing lead at Leaderonomics. He is also the founder of mr-stingy.com.
WILL you be able to do if you simply decided to focus on achieving something that’s close to your heart?

What would happen if you cut out the excuses, silenced that nagging inner voice, and threw caution to the wind by taking action towards the goals that will lead you to a better version of yourself?

Often, setting goals can seem like a daunting task. For a start, there’s so much information out there that it can be difficult to know where to begin. With all those successful, smiley people who tell you “anything is possible” it’s too easy to sigh, “Yeah buddy, it’s easy for you to say,” before sliding back into that frustrated, yet familiar, sense of mediocrity.

Don’t get me wrong—I loathe the idea that everyone should have dreams to follow, or that your life isn’t a success unless you’re changing the world according to someone else’s standards. For those who are content in how their life is going, no one has the right to suggest their happiness is somehow lacking because they’re not trying to become the “next best thing.”

But for many people, there remains a nagging feeling that compels us to take a certain course of action that will lead to the attainment of goals or dreams that we’ve long desired to achieve. Having known that feeling all too well, I can relate to those who face obstacles to reaching the dreams or ambitions that have long occupied their minds.

With that in mind, here are five tips to transform your ambitions into realisation and help you find your happiness is somehow lacking.

1. REALISE THAT YOU HAVE THE POTENTIAL TO ACHIEVE YOUR GOALS
   This is such a simple step, but it’s possibly the most important one you’ll take. The limiting beliefs and that doubting voice, and threw caution to the wind by taking action towards the goals that will lead you to a better version of yourself?

2. SEE YOUR DREAM
   “Good lord, he’s about to use the ‘V’ word! Yes I am—visualise. Whatever you’d like to achieve, spend time with the possible end result in your mind. No, it won’t magically manifest suddenly out of nowhere, but what it does is that it keeps the goal fresh in your mind, which increases the likelihood that you’ll take action.

3. KILL THE NEGATIVE INNER-TALK
   If there were a million ways to fail, you could find an extra thousand, right? But rather than being a method of seeking out potential problems in order to fix them, too much negative talk turns into beliefs that limit our potential to succeed. Sure, it’s important to anticipate pitfalls and challenges, but don’t leave it hanging there.

4. THINK IT THROUGH
   You’ve heard the cliché, “fail fast, fail often.” The delightful economist, Larry Smith, makes a slight amendment to this: “What people leave out is, ‘fail often, fail fast’—die!” Nothing worth achieving comes at a whim, and no string of clothes are a substitute for effort, commitment and consideration. Accept and learn from failure should it come, yes, but it’s hardly a good idea to actively welcome it. In order to minimise failure along the way, take some time to plan and consider what you want to achieve—whatever it is, it will come along quicker if there’s a well thought-out strategy in place.

5. ENLIST THE HELP OF OTHERS
   Need an idea? I’m your man. I can come up with a tonne of ideas before you’ve finished your triple, venti, half, sweet, non-fat, caramel macchiato. The trouble is, I can sometimes be a little laid-back when it comes to executing ideas. This is an area I work on whenever I catch myself being too caught up in possibilities, and what I’ve found to be extraordinarily helpful is to ask other people to help you carry out a task or a project, or help you break down your dream in a way that makes it more manageable.

This works well because not only do you become accountable to others, but you’ve actively chosen to put yourself in this position. By enlisting the help of others, you receive the benefit of their guidance and expertise—but you also become aware that you don’t want to waste their time, which means you’ll kick things up a gear or three.

CELEBRATING HR TALENT IN MALAYSIA

MILLENNIALS as we know it, are the future determinants of the corporate landscape in Malaysia. Their high affinity with technology has made the competition to attract the best young talents for employers a lot more stiff, especially since organisations are now racing against the clock to incorporate digital into their strategies.

But when it comes to selecting the right employer to work for, some of the key things millennials seek are career progression opportunities, training and development, a sense of purpose in their roles, and employer brand/ reputation.

Putting in effort and striving in the aforementioned areas are one thing, but if these implementations and practices go unnoticed, the millennial workforce will not be able to see the value of a particular employer or individual.

This is where awards come into play and they provide an avenue for an employer and/or individual to gain recognition, and elevate their visibility and credibility.

The Malaysian Institute of Human Resource Management (MIHRM) Malaysia HR Awards 2016 is one such award that recognises employers and individuals who have made a difference and/or made a worthy contribution to the human resources landscape.

The award categories are as follows:

- Employer of Choice
- SME Best Employer
- HR Innovation
- HR Best Practices
- HR Leader
- HR Manager
- HR Specialist
- HR Best Student Project

Limited spaces are left! So, hurry on and register before the closing date on 30th June 2016.

The Malaysia HR Awards this year will take the form of a luncheon awards ceremony and will be taking place on Oct 27 at the Hilton, Petaling Jaya. All applications must be made on the official participation form available from the MIHRM Secretariat Office. For further information, visit www.mihrm.com or call +603-7955 6536 (MIHRM Office), +6019 224 7065 (Arendiran).
Michael Fassbender, appears as Magneto. – Twentieth Century Fox via AP

Jennifer Lawrence and Evan Peters in a scene from ‘X-Men: Apocalypse’. – Alan Markfield/Twentieth Century Fox via AP

Lawrence in her role as Mystique. – Twentieth Century Fox via AP
10 WAYS TO REDUCE EMPLOYEE TURNOVER

By DORIE CLARK
editor@leaderonomics.com

E all know it costs thousands of dollars—not tens of thousands—when an employee quits. There are recruiting expenses, your own time as you screen and interview candidates, lost productivity as someone gets up to speed, and the abiding fear that the new hire “won’t take” and you’ll have to repeat the Sisyphean process yet again. So you want to keep your good employees happy. But how? Raises, Sisyphean process yet again. abiding fear that the new hire “won’t
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of your organisation’s culture, create
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Don’t Waste Their Time
You’re the one paying them, so it’s not a problem if they cool their heels a little, right? Wrong. People want to believe they’re doing something meaningful and making a difference, regardless of whether you’re curing AIDS in Africa or making widgets. Something as small as habitually keeping employees waiting while you finish up phone calls—or as large as regular meetings that no one knows the purpose of—can pummel employee morale and send the message that their time doesn’t really matter.

Stop the E-Mail Madness
Leadership comes from the top. Does your organisation have a “CVA” (cover your @ss) culture of employees’ CC-ing each other on every minute development? Or sending a barrage of back-and-forth electronic missives when a face-to-face meeting would be quicker and more productive? Or e-mailing consistently late at night or over the weekend, to earn the coveted timestamp that proves their dedication to the company?

Get real: an e-mail arms race to prove who’s the hardest worker. Put a stop to it. Declare a policy of “no unnecessary e-mails” and discourage writing at odd hours. They may be afraid to say it, but they’ll be glad you did.

End the Pit Party
In some organisations, employees brag about who worked the longest, who stayed the latest, or who made the most sacrifices for the company. It’s a bizarre blend of workplace machismo and a pathetic cry for sympathy. Don’t encourage it, and don’t let them get away with it, because this culture only breeds resentment over the long term. Talk with them about ways they can work more efficiently and to help them prioritise. Encourage them to question you outright if, for some reason, you falter in your duties.

Get Real About Expectations
No investment bank promises “great work-life balance.” You know what they’re selling, and it’s not just initial public offerings. It’s a chance for employees to work insanely hard and, in return, to make more money than Croesus. Are your employees working as hard as investment bankers? If they’re not being remunerated in a similar fashion, be very clear about your promises.

Did they know what they were signing up for? Were you honest? Is the payoff (a chance to eliminate malaria, or stock options that will one day put Sergey Brin and Larry Page to shame) really worth it? If not, they’re going to leave your company sooner rather than later.

Try the Rhythm Method
Every company has its seasons. Accounting firms are hell on earth from January through April—and their staffers justifiably expect a slower pace the rest of the year. The newsrooms of daily newspapers are sleepy in the mornings, as the journos afternoons deadlines approach.

If your firm is a nine-to-five kind of place, fine. But if you expect bursts of activity from your employees—late nights, weekend work, and the like—make sure they understand the rhythms and when they can look forward to a calmer afternoon.

People can get through almost anything, if they have a deadline to look forward to.

Help Them Develop a Growth Plan
Looking out for your employees’ interests—not just your own, or the company’s—breeds loyalty. Take the time to get to know their aspirations, if their long-term goals require new skills (the ability to speak Spanish, experience with event planning or web design, public speaking aptitude), give them relevant assignments or pay for classes as a reward.

Seeing your company as a place where they can grow in their careers means you’re not just a short-term stopover on their professional trajectory.

Help Them Master Time Management
I know—it seems like you shouldn’t have to. But conquering time management is critical to any future workplace success. And, even if you’ve already helped your charge prioritise, they still may not have the experience yet to figure out how to put the pieces together.

So if assignments are late or slipping through the cracks, or if they can’t get to the office on time in the mornings, sit down and help them map out their days. Literally. It’s worth a try before you have to fire them for being incompetent.

Don’t Surprise Them
The surest ticket to happiness, according to the “positive psychologists” who study human well-being? Autonomy. It’s in limited supply, of course, if you’re an employee (and have to answer to a boss). But you can do your part by keeping your employees apprised of decisions early, involving them in the decision-making process where appropriate (they may even have some good ideas), and warning them about the trial and thought process so they understand where you’re coming from.

No one wants to be a drone, executing commands with no understanding of the broader context. And no one wants to be kept in the dark, constantly reacting to new developments that are thrown at them. Keeping your employees involved and informed is a fundamental investment in their satisfaction.

Surprise Them (The Good Kind)
We humans adjust pretty quickly to expectations. Our friends, the investment bankers, expect year-end bonuses—they’re barely considered bonuses, rather than a lump sum of salary. You expect a birthday present from your parents or your spouse. But think about how exciting and meaningful it is when you get a present completely out of the blue. That’s why “rekindling romance” books suggest it all the time.

So, consider doing the same for your employees. Instead of the same old “holiday party” or year-end bonuses, think about what you can do throughout the year, as a surprise, to bolster morale.

Just finished an important but time-consuming project? Throw an in-house ice-cream sundae party. Sense that summer solderums are enveloping your staff? Call an emergency meeting for the next day—and then announce they can have the afternoon off. Rewards often mean more when they’re unexpected.

Food for Thought
You can never eliminate employee turnover. There will always be some people who will leave. To help things like Zambia or become a stay-at-home parent or go write their Great American Novel.

Providing geographical flexibility/telcommuting, paying for employees to take vacation days, and paying above-market salaries are all good (though sometimes substantial) investments, but not out the above 10 techniques—all low-cost or no-cost—can also make a major difference.
HAPPINESS AND THE SUCCESS EFFECT

By VIJAY NAGARAJAN
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A few years ago, I sought to answer a simple, yet profound question: “What makes you happy and why?” It set me on a journey of self-discovery as I sifted through my childhood experiences, my family values, my education and my personality. I thought I found my answer.

WHAT MAKES ME HAPPY?
I had zeroed in on “impact.” I found a common pattern emerge as I jotted down events that had made me happy. Every time I influenced a situation around me positively, I had felt satiated.

Being the school prefect boosted my ego, but leading my school team to debate and quiz wins was the bigger thrill. Mentoring and knowing I changed the course of people’s lives and careers were exhilarating. Shaping the product portfolio at a start-up almost got me on a high.

The pattern was obvious to me then. It was about making a difference. Success, I thought, was all about making an impact. But then it struck me that in going through this exercise, I was equating success to happiness. In fact, I realised that impact was really a means to happiness. It all came a full circle as I concluded that contention and happiness were great measures for how successful I was in life. This consciousness, in turn, brought a refreshing framework to my thought process.

Happiness drove a firm sense of security and purpose for me. It also generated greater self-awareness. Knowing that I need to do the right thing for me—for who I am—helped me widen my horizon to see beyond impact.

As an example, I began to consciously practise compassion as it empowered me to do the right thing. I stayed away from people emanating negative energy if I could not help them let go of it. I watched out for discontent as a signal for stagnation and drove change.

In a sense, recognising the happiness paradigm and framing a mental model around it helped to build a very positive cycle that thrusts me towards greater success.

TRUE MEANING OF HAPPINESS
As I wind my life tape forward, I see myself continuing my pursuit of happiness. When I get to a point where my happiness is innate, I would have accomplished it all. Happiness, my one metric for success, is not a number. It is a state-of-mind that I strive for.

Some of you can argue this is utopian. Others—those for whom happiness is already innate—would consider this common sense.

In the end, I suppose the notion of success is subjective and is a reflection of who you are. Happiness is my one metric to success. What’s yours?

Vijay Nagarajan is the senior director of an IT company specialising in wireless connectivity and is known as a hands-on general manager with experience running global teams and turning around large businesses.

GLOBAL CHILD FORUM: AN INTERVIEW WITH HER MAJESTY QUEEN SILVIA OF SWEDEN

The Global Child Forum on Southeast Asia that was held recently in Malaysia had brought together influential international decision makers from business, government, civil society and academia for a day of inspiration and action on children’s rights within the region. Initiated in 2009 under the active participation and patronage of Their Majesties King Carl XVI Gustaf and Queen Silvia of Sweden, the forum aimed to address some of the most pressing challenges faced by today’s children.

By special invitation, we had the honour of speaking with Her Majesty Queen Silvia about the challenges in global children’s rights and some of her experiences working with children from around the world.

Go to Leaderonomics Media Channel on YouTube to watch Roshan Thiran, CEO of Leaderonomics, in this beautiful interview with Queen Silvia and to find out more about the forum. Look out for more videos from us about the forum!