In one way or another, everyone goes through some form of transformation, a reinvention of one’s self. Similarly, our pullout is also going through many changes along the way. Over the course of the next few months, be on the lookout for more exciting things and join us on this journey of reinvention.

Roshan
Editor

P.S. Notice anything different on the cover of the pullout?
7 STEPS TO REINVENTING YOUR FINANCIAL FREEDOM:

By SARAH LIM JIA HUI
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WHAT is my favourite four-letter word? If you guessed “free,” you’d be correct (with “food” coming in a close second). It’s August and, thanks to the efforts of our first Prime Minister, ministers and political leaders, we are gearing up to celebrate the colonial freedom of our dear country.

On our very first Merdeka celebration, headed by Tunku Abdul Rahman, a great cry of freedom was raised seven times to commemorate the occasion. Following this trend, as I will talk about a kind of freedom here as well, here are seven steps to a greater financial freedom:

1. TRACK YOUR SPENDING
Not being able to explain where the money went, and how you used it, can get very embarrassing very quickly. Utilising a notebook, a planner, or even a phone application can go a long way in keeping tabs on yourself.

2. BE ACCOUNTABLE
Whether it is being accountable to your parents, or to yourself, not being accountable to your money can quickly lead to an empty bank account with no idea where the money even went. Not being accountable can also lead to people pinpointing you as careless and irresponsible.

3. MAKE SURE YOU REALLY NEED IT BEFORE YOU GET IT
That hair product may make you look and feel successful. Those new handbags may be what you think you need to look and feel successful. Those new upgrade to first class might seem like the best idea you’ve had in your life. However, take the time to really think of the long-term consequences of your actions.

4. LIVE WITHIN YOUR MEANS
Unless you have some relative or friend in some far-flung place in the world willing to donate huge sums of money into your bank, I’m willing to bet that your funds are limited. Having fun in the now may seem great and all, but your actions now may come to haunt you in the future.

5. BE SENSITIVE TOWARDS THE OVERALL FINANCIAL NEEDS OF YOUR DEPENDANTS
If you are a working adult, you may have people depending on you, not just yourself. Whether it be your spouse, your children, your parents, or even your pet, your spending may matter to others too. Just because your spending doesn’t affect the country as a whole, doesn’t make the needs of the people who depend on you any less important.

6. DON’T USE MONEY THAT IS NOT YOUR OWN
It sounds like an obvious statement, but you may be surprised how many people are severely in debt because of unchecked credit-card spending. In the same vein, try not to make a habit of borrowing, because the general idea of it is that you have to eventually pay something back, be it the money and/or a souring of the relationship with you and the lender.

7. KEEP A CLEAR CONSCIENCE
The best way to keep a clear conscience to your spending, is to ask yourself: would I be in trouble if someone finds out about my earning and/or spending? If the answer is yes, then you have some soul-searching to do. True financial freedom is not just about having enough money but also about having the peace of heart and mind to use that money wisely. Offentimes, a simple yet clean and honest life is better than one where you have to lie, cheat, and steal to keep yourself in a lavish one.

Sarah is a Malaysian English major currently stranded in Canada. If she’s not either busy apologising to someone, or too cool to answer, you can find her at sarahaylim@gmail.com.

To find out about our leadership philosophy in developing leaders from every stage of life, e-mail us at info@leaderonomics.com.

Mabul Island, Semporna Sabah. Photo courtesy of ARIF KASER.

“...we are all Malaysians. This is the bond that unites us. Let us always remember that unity is our fundamental strength as a people and as a nation.”

Tunku Abdul Rahman
What do you do when confronted with a boss who works you like a dog but with no intention of ever rewarding you? How do you deal with a boss who uses his leadership position to exploit your resources and talents with no regard for your needs and interests but, instead, manipulates you into thinking the future will be dim without him at its helm?

Fahmi Reza’s award-winning documentary, Seputih Tahun Sebelah Merdeka (10 Years Before Independence) explores these questions but with a historical twist. You see, the boss in this case is the British colonial government and the employees are none other than the inhabitants of Malaya.

The context is 1947 Malaya, a decade before Independence and 16 years before the formation of Malaysia. The British had returned to resume colonial rule after the Japanese occupation but the people of Malaya were ready for a shake-up. The latter had a taste of life sans the British and wanted more. Ironically, despite the ravages of World War II, the Japanese occupation opened the minds of some Malayaans to the possibility of self-government.

So what did it take to boot out the bad boss? The documentary outlines a few strategies, drawing on interviews with five wizened revolutionaries who lived to tell the tale after years of incarceration.

1. Clarify Your Goals

Radical change must always come from a position of self-awareness and a willingness to wade through uncertainty towards a lucid purpose. It is not enough to know the enemy and to plan to be rid of him; you also need to know what you are fighting for. Dispensing with a boss that no one likes cannot be a goal in and of itself; there must be a plan for a future without the tyrant.

The members of the Parti Kebangsaan Malaya Malaysia (PKMM) and the Malayan Democratic Union (MDU) who were interviewed in Seputih Tahun, were very certain of their endgame: independence and people’s power. They envisioned a future where a small powerful elite would not trample over the needs of the ordinary masses. It was not enough to achieve independence from the British; it was also necessary for the people to govern themselves.

But the PKMM and MDU knew that to rise up against the British they needed allies.

2. Amass the Troops

PKMM was a Malay-based organisation whereas the MDU was an English-speaking group, comprising members of various ethnicities. The two joined forces because they realised they had a common goal and a common enemy. Their enemy was not only the British but also the plague of doubt among Malayaans about their ability to govern themselves. Fear and insecurity were strong internal forces that compelled many to want to preserve the status quo.

Changing mindsets and ingrained thinking requires dogged determination and robust grassroots engagement. At a time when there was no social media, pro-independence activists organised themselves and travelled from town to town to talk to people and to slowly convince them that the time was ripe for regime change. This took a great deal of time and physical effort but the results were indisputable. This form of informal education would later prove to be the cornerstone of all mass movements, even until today.

In February 1947, PKMM together with 29 other Malay-left organisations formed Putera or MANAS during the general strike on October 3, 1947. This was an oft-quoted saying by the famous ancient military strategist, Sun Tzu, and one of the tenets of civil disobedience movements throughout history. Many draw inspiration from this wise saying because we know it is often not possible to fight a real battle with military might at their disposal.

The Putera-AMCJA and their supporters understood this implicitly when they launched a hartal or general strike on Oct 20, 1947 throughout Malaya. On that day, workers of all backgrounds and in all industries did not show up for work as a show of solidarity with Putera-AMCJA. The streets of all major towns were eerily quiet as shops closed and workers stayed home to send a message: that the people’s wishes were not to be taken lightly. The success of the strike must have instilled fear in the hearts of the British because shortly thereafter, the various leaders within the Putera-AMCJA were arrested and jailed without trial, some for up to seven years.

In time, the legacy and ideas of the Putera-AMCJA would be reduced to a footnote of history. Viewing Seputih Tahun is sobering because it is an excruciating reminder of the old adage: “history is told by the victors” and of how successfully concealed is the nationwide strike in Malaysian history. Nevertheless, I cannot help but be reminded that even in 1947, it is indeed possible to rise up against an exploitative regime with some measure of success because ten years later, the British would exit Malaya and the seeds of independence would eventually bear fruit.

Carmen Nge is an assistant professor at the Faculty of Creative Industries, Universiti Tunku Abdul Rahman (UTAR). She has taught subjects as diverse as critical thinking, film studies, game design and science fiction. “10 Tahun Sebelah Merdeka” is also available on YouTube. For more articles on independence and/or freedom, log on to www.leaderonomics.com.
By SHANE CRAJUN and KATE SWEETMAN
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THE SIX DEADLY BLINDFOLDS

1. Arrogance: An overbearing display of superiority, self-importance, and false pride.
2. Negative feedback not acknowledged here: The inability to hear anything negative about a project, the company, or yourself; the inability to confront the brutal facts because it might get in the way of your agenda, deadlines, and reputation.
3. Dismissing competitors’ successes: Refusing to accept a competitor’s success as valid and downplaying a competitor’s strategy and product innovations, usually because of your own past successes.
4. We know what’s best for the customer: An inability to have empathy for customer frustrations and needs, and a lack of inquisitiveness to find out ways to better align to customers’ current and future desires.
5. Believing problems don’t exist: Being either completely blind to organisational and individual problems or dismissing them to protect oneself and the company.
6. Avoiding the unavoidable: Seeing the writing on the wall, but assuming it will go away in miraculous ways, and life and business will eventually return to normal with no change required on our part.

As a leader, how are you doing in ensuring these six blindfolds are never put on you or your team? And how do you do that? Below is an exercise leaders can review with their teams at least once a quarter in a formal setting. The answers can lead to robust and healthy discussions that prevent bad things from happening to the business, and can identify money being left on the table because of unhealthy cultural practices.

SIX DEADLY BLINDFOLD TEAM EXERCISE

To what degree have we, as a leadership team, directly or indirectly encouraged a culture of “arrogance?”

To what degree have we, as a leadership team, directly or indirectly encouraged a culture of “what’s best for the customer?”

To what degree have we, as a leadership team, directly or indirectly encouraged a culture of “believing problems don’t exist?”

To what degree have we, as a leadership team, directly or indirectly encouraged a culture of “avoiding the unavoidable?”

The landscape is littered with organisations and the leaders that lead them, become blind over time due to the powerful external business realities that shape their world. They become insular and disadvantaged with the vision distortion that unfortunately follows this. And, they often forget who ultimately pays the bills.

We’ve identified six metaphorical blindfolds that leaders and organisations often wear that create degrees of vision loss. These blindfolds are agnostic in nature, in that they are relevant to every geography, culture, and industry around the globe.

Maintaining 20-20 vision in the Age of Disruption

In the end, the ability to quickly pivot, morph, and reinvent when disruption presents itself might become the most important competency leaders and organisations can master in the 21st century. And, remember this: In the Age of Disruption, the ability to survive, thrive, and actually accelerate results—both individually and organisationally—is directly tied to your ability to face the change in your external environment. Internal change and learning must always exceed external speed and change if success is to be within reach.

Leadership and organisational vision distortion, or vision loss, is unquestionably a speedy way to slide into irrelevance and ultimately fail. You and your team can better maintain 20-20 leadership vision by engaging in honest discussions around the Six Deadly Blindfolds throughout the year.
LEADERSHIP REINVENTION

By SANDY CLARKE
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I f a great white shark were to stop swimming, it would die due to a lack of oxygen. If it wants to survive and thrive, it has to keep moving. There’s a lesson here for leaders who feel like they’re “made it” once they’ve reached a senior level position: reinvent and adapt, or risk fading away into the abyss of mediocrity. It never pays to stand still – you have to keep moving forward.

Think of the many great leaders over the last century or so. Changes are, they weren’t great inventors, and they probably didn’t discover anything new. Most likely, such leaders will have inspired great innovations or brought new. Most likely, such leaders will have moved forward.

Pays to stand still – you have to keep into the abyss of mediocrity. It never reinvent and adapt, or risk fading away they’ve reached a senior level position: who feel like they’ve “made it” once they’ve made it, not the inventors, which is: an illusion.

As the example of Steve Jobs shows us, it’s the innovators who tend to make the best leaders. It can be too easy to get caught up in your own hype, to the point where your personal worries, insecurities and struggles get suppressed. With no-one offering criticism and every idea “the best one yet, boss” it’s critical to take regular time to reflect honestly on any personal issues and shortcomings, keep- ing in mind that you’re not Superhuman and can’t solve every problem immedi- ately. This allows for a healthy sense of perspective, which helps enormously in keeping you grounded.

There are numerous similar examples of industry leaders who turned their fortunes around by looking for a gap and putting all their efforts into provid- ing for whatever needs they find within the market. The ability to move with the times is far more valuable than having a talent to invent new ideas from scratch. As the example of Steve Jobs shows us, it’s the innovators who tend to make the most headway, not the inventors, which is probably why more people have heard of Steve Jobs than Tim Berners-Lee.

Leadership is a journey.和 adapt, or risk fading away they’ve reached a senior level position: reinvent and adapt, or risk fading away into the abyss of mediocrity. It never pays to stand still – you have to keep moving forward.

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Pays to stand still – you have to keep moving forward. Think of the many great leaders over the last century or so. Changes are, they weren’t great inventors, and they probably didn’t discover anything new. Most likely, such leaders will have inspired great innovations or brought new. Most likely, such leaders will have moved forward.

Indeed, what’s hot today is soon for- getten tomorrow. The fortunes of IBM are testament to this inalienable truth. In the 1980s, IBM was the computer company. But its successful business model soon became its Achilles heel when other companies started to copy the IBM model and began undercutting the computer giant. IBM had to adapt or die, and so the company shifted its focus from selling home computers to providing IT exper- tise and services to businesses – a move which saw the company shift from being on the brink of collapse to being recognised as the No. 1 seller of service solutions by 2013. Had IBM stubbornly stuck to its guns, it would have joined the ranks of fallen giants.

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In the 1980s, IBM was widely considered to be the computer giant. It was at the forefront of the personal computer revolution, dominating the market with its IBM PCs. However, the company began to fall behind as other companies, such as Apple and Microsoft, introduced more innovative and user-friendly products. By the early 1990s, IBM was facing severe financial difficulties.

How do leaders go about reinventing themselves in such creative ways, and how can others follow their example in adapting to the changes they will inevi- tably encounter along the way? Here are five steps for leaders to consider in the process of reinvention:

1. LEARN TO SPOT YOUR WEAKNESSES – AND ADDRESS THEM

Most leaders will be able to score some success just by virtue of their natural strengths and talents. However, this tends to last for a finite period. On the flipside of strengths are weak- nesses that need to be addressed if leaders wish to be adaptable and effective. Addressing weaknesses is part of being emotionally intel- ligent – a concept that describes our ability to be aware of our conduct and impact on others, and our willingness to develop positive behav- iours to the benefit of all concerned.

2. BECOME A LEADER OF LEADERS

As your business or project grows, it becomes increasingly difficult to handle everything on your own, no matter how talented you are. An important part of reinventing your- self as a leader is to realise that you’ll need help along the way, and if you can develop other leaders to help you over the long haul, it makes your job a lot easier in the long run – especially if you can attract people who are smarter than you are.

3. REMEMBER YOU’RE NOT SUPERHUMAN

It can be too easy to get caught up in your own hype, to the point where your personal worries, insecurities and struggles get suppressed. With no-one offering criticism and every idea “the best one yet, boss” it’s critical to take regular time to reflect honestly on any personal issues and shortcomings, keep- ing in mind that you’re not Superhuman and can’t solve every problem immedi- ately. This allows for a healthy sense of perspective, which helps enormously in keeping you grounded.

4. KEEP ON LEARNING

Warren Buffett is in his mid-80s and worth over US$60bil, and he still reads for a few hours every day in order to keep himself in the know about what’s going on. The best leaders are those who see themselves as lifelong students – they’re always looking to learn. Today’s knowledge and skills will be tomorrow’s “old way of doing things.” You have to keep yourself sharp. Read often and widely, consider new skills that will be useful to learn, attend confer- ences, converse with people ahead of you. Investing in your learning is vital if you want to maintain your edge.

5. EMBRACE CHANGE

As a leader, you’re likely to have made changes from what went on before you arrived on the scene. While it’s easy to make changes to other people’s ideas, it’s not so easy changing your own way of doing things. If you ever find yourself saying things like, “But this is how we did it five years ago and it worked fine then,” it’s time to re-eval- uate where you’re at. Times change at a rapid pace – what worked six months ago might now be irrelevant, what more of five years ago. Seasons change, and you have to change with them or suffer the consequences.

To connect with Sandy, follow him @RealSClarke on Twitter.
**Introduction**

Malaysia, known as the father of the nation, was a leader of extraordinary vision. His legacy lives on through the constitution of an independent Malaysia, the independence movement, and the establishment of a united and sovereign nation. Tunku Abdul Rahman was a great leader who will go on to be remembered as one of the greatest leaders of Malaysia. The Twin Enemies of National Transformation discusses the challenges faced by Malaysia in its journey towards national independence and transformation. Understanding the nation's history is not about nostalgia; it is about learning from the past. As George Santayana once said, "Those who do not learn history are doomed to repeat it."

**The Man Behind the Formation of a United Malaysia**

Tunku Abdul Rahman was born on 15 November 1913 in Penang, Penang, Malaya. He was the second son of Sir George King-Hele and his wife, Annette King-Hele. Tunku was the eldest child of the family and was brought up in a British-style education. He was a bright and intelligent child and was known for his passion for learning. He was a voracious reader and had a love for books. Tunku was a natural leader and had a strong desire to serve his country.

Tunku was a key figure in the Malayan independence movement. He was a member of the Malayan Independence Movement (MIM) and played a crucial role in the struggle for independence. He was instrumental in the formation of the Malayan Union, which was a step towards the creation of a united Malaysia.

**Reinvention of Malaya: Lessons from Tunku Abdul Rahman**

Tunku Abdul Rahman was a visionary leader who understood the importance of unity and cooperation. He believed that the only way to achieve success was to work together and build a strong sense of community. He understood that the key to transforming a developing country into a great leader was to work together and build a strong sense of community.

**The Twin Enemies of National Transformation**

By JOSEPH TAN

The celebration of a nation's independence signals the beginning of a transformation process that goes beyond the borders of political leadership to the mindset of the nation. Tunku Abdul Rahman played a significant role in shaping the independence of Malaysia and left a lasting legacy of unity and leadership.

**The First Enemy**

The basic sort of leadership is not how we perform, but how we are perceived. How are we performing as performers? If we are Malaysians with the will to transform Malaya, we need to ask ourselves whether we are doing as a family as a whole what we could be doing as a family.

The test of whether we have truly matured in the eyes of the world is not measured by what we achieve on the international stage, but what we see in the eyes of others, when we are times of crisis. Even in the organizational context, those who run a sustainable high performance are not who we are clear about why, our reputation will frustrate everything else.

**The Second Enemy**

The second enemy of national transformation is to have Singapore leave Malaysia. On Aug 1963, Singapore’s Lee Kuan Yew – the architect of the People’s Action Party (PAP) – presented the idea, which led to the birth of Malaysia. Singaporeans regardless of race.

The test of whether we have truly matured in the eyes of the world is not measured by what we achieve on the international stage, but what we see in the eyes of others, when we are times of crisis. Even in the organizational context, those who run a sustainable high performance are not who we are clear about why, our reputation will frustrate everything else.

**The ONE CHALLENGE**

The single most important challenge for any national leadership is that of selling everyone for a cause worth worth fighting for. Without a cause, leadership is futile.

At every level of leadership – national, organizational or personal – the main focus is to craft a craft that looks beyond the boundaries of discretion and the politics of compromise. The twin enemies, a post understanding of history and the habit of playing the blame game, self will-take us as leaders in our own field of influence do not define a unified cause for the followers.

National transformation can only happen when every individual takes on personal accountability to see the process through. In reality, Malaysia’s history is more than the history of a nation. It is the history of a people who have been shaped by the challenges and triumphs of their nation. Understanding the nation's history is not about nostalgia; it is about learning from the past. As George Santayana once said, "Those who do not learn history are doomed to repeat it."
REINVENTING YOU AND YOUR BUSINESS

7 POWERFUL GUIDING TOOLS

By SHERRIE CAMPBELL
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If you’re in a rut or things aren’t progressing as quickly as you would like, it is time to make changes. Change means reinvention. We all have the opportunity in life at any moment to reinvent ourselves. Each time a major shift occurs in life – starting a new job, moving or losing a relationship – is a chance we have to take our power back, start over and begin a fresh chapter.

We must regain our control if ever we want to reach our full potential. However, most successful entrepreneurs don’t wait for life traumas for inspiration. They see every day as a day for reinvention and use their power to its fullest.

1 CREATE A VISION FOR YOUR FUTURE

Reinvention always begins with a vision. You have to want more to get more. You have to want something different to make a difference. Imagine the future you want. Whenever you achieve one level of success, you will naturally be drawn to expand your vision. There is never a ceiling in life until you choose to see that you are at one level of success. Enough should never be enough when there is room for further expansion in business.

Your imagination is a machine that has no limits. If you can imagine something, then you can make that “something” happen. The more imaginative your vision of your next level, the more you can call into being. The more thought you put into the vision, the more real it becomes. The mind will naturally begin to see the potential snags that will need to be worked through. Never see these potential snags as stop signs. Envision yourself around them. Doing this only makes your vision sharper.

2 MAKE IT REAL

Writing something down is the first step to making a vision real. Reinventing yourself starts a process of imaging in tandem with problem-solving. As you write what you want on one side of a piece of paper; use the other side for predicting potential roadblocks. Then take those potential roadblocks, imagine solutions to each and write down each of those solutions. Most people cannot get past the roadblock phase. They unnecessarily choose not to move forward. Writing is a great way to problem-solve and get clear. It is also an invigorating and exciting, as it helps the creative process find its outlet. Writing gives your visions form and makes your future come alive.

3 CHANGE YOUR LANGUAGE

Never talk your vision down. Only speak in terms of success and opportunity. Discipline your talk to solutions, not problems. As you start to put your vision into real-world experience, the language you use will determine if other people are able to catch on or not. If you want to make your vision real, you have to believe in it so deeply, there is no other option. Language is life. What you speak is what you will live and manifest. How you talk about your vision is directly related to how well your idea is received. Be prepared, not desperate. Know clearly what you want and have your plan of action so detailed there will be no question you can’t answer.

4 CHANGE YOUR APPROACH

Reinvention is a transformation into a new form of yourself and your business that always requires changes in your approach. To get somewhere new you have to do new things. You cannot use your same old routine patterns and expect a new result. When you change your habits you will see immediate results. Once a certain level of success becomes second nature, there is no motivation to change our habits. That makes it easy to become unconsciously lazy. To start something new and reinvent yourself you have to look at a complete transformation in your approach. Be willing. Be bold. Take risks.

5 CREATE WORKABLE TASKS

Changing your approach may feel overwhelming. Overwhelmness can lead to quitting and feeling like your next level is not possible. Any reinvention must be intelligently executed by breaking it down into workable parts. Figure out exactly what you need to do, every day, to manifest your vision.

Determine who you need to network with, what resources you need, the necessary financing and most important, your knowledge and your ability to manifest the visions you create.

6 CONSISTENT REMINDERS

Reinvention is never easy nor smooth. You will encounter resistance, most often coming from your own limiting beliefs or stories about yourself that hold you back from really taking the leap. Each time you find yourself slipping into old habits like isolating yourself, making excuses or procrastinating on tasks that would undoubtably advance your career, ask yourself: “What can I do in this moment to keep moving forward?” Your mind will immediately offer solutions. Doing one small task to maintain enough momentum to get you through the doubt.

Reinvention is a risk. Remind yourself of the reason you have decided to grow yourself. Vision boards or another type of visual reminder will keep you aligned with what you are striving to achieve personally and professionally. Keep your goals for personal and professional reinvention at the forefront of your mind. Consistently move toward the possibility of greater success.

7 REPURPOSE YOURSELF

To reinvent yourself, you have to take who you are and what your business is and give it a new definition, a new approach and a new purpose. Repurposing is transformation in action. We cannot grow our business unless we grow ourselves.

Uncertainty and change are a part of reinvention. All the changes you make in your business will cause you to fundamentally shift. You must have the courage to see and adapt to your new direction and purpose. Repurposing is a fluid dynamic which deepens your resilience, your knowledge and your ability to manifest the visions you create.

CONCLUDING THOUGHTS

There is nothing to hold you back from success except stagnation. Stagnation is deadly to innovation and reinvention. You must have a passionate belief to manifest a new level of your business, your life and your personal development. Create the vision of what you want, create the plan, be willing to change everything and step into the unknown. Reinvention requires intelligence and planning but it mostly requires facing and overcoming fear, doubt and uncertainty.

As C. S. Lewis famously stated, “You’re never too old to set another goal or dream a new dream.”
STOP WASTING YOUR TIME BEING ‘BUSY’

HERE’S A SECRET TO ACHIEVING HIGHER PRODUCTIVITY

BY SHEERA HUSSIN
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I have all sighed in anguish and shook our heads when we check our to-do-list and concede with the never-ending tasks that we have to complete. In fact, most of us probably check the list at the start of the day and try to prioritise the ones that need the most attention.

But how do we actually determine which to begin with and when to do them? When we have actually organised the items into our calendars, are we absolutely sure that we have prioritised them right? If so, how much time do we actually need to allocate for each assignment since they are all equally urgent and important?

Let’s get something straight. Time is the most valuable asset everyone owns. How you utilise it has a resonant effect on your achievements, how others perceive you, and how you relish in your personal fulfillment.

One of my favourite maxims by entrepreneurs around the world is “everyone has the same 24 hours a day.” Take a moment to let this truth sink in and reconsider your time management measures!

Think about how many times you check your Facebook notifications when you are doing your work, how many times you are distracted by WhatsApp group messages and how much time you spend chatting dilly with your colleagues.

Now, time management does not mean occupying your days so much so that you do not allow a minute to go to waste. On the contrary, the idea behind time management is that it gives you ample time to cherish meaningful moments that you seem to surpass in the name of chasing deadlines and career progression. So fret not, your to-do-list can be completed in due course, as long as you approach it differently this time.

SETTING GOALS

In whatever you set out to do, some principles can be followed when setting your personal, short-term or lifelong goals.

The first principle is to dream big as it equips you with the gritty perseverance to overcome any hindrances you may face along your journey.

Next, rewrite your goals every day and look out for opportunities that can help you build your way up to achieving them as well as be reminded of the importance of walking the talk.

Finally, keep your goals in balance and ensure that they cover your career aspiration, professional growth and personal spheres such as family and health.

Once you have set your goals and determined the measurements for each of them, you will be more ready to step out in faith and do something daily. Steadily and surely, you will be able to manage your time better by focusing on behaviours that are responsible for achieving your target.

ESTABLISHING PRIORITIES

Now that you have set your goals, you need to understand how to prioritise them to get the results that you desire.

In Stephen Covey’s 7 Habits of Highly Effective People, he argues about the urgency and importance of an activity, based on his Time Management Matrix. The matrix is divided into four quadrants of activities that are:

- Urgent and important
- Important but not urgent
- Urgent but not important
- Not important nor urgent

Refer to Figure 1.

Urgent activities are usually visible issues that require us to take action as soon as possible. These are activities that others will push us to deal with. Important activities, on the other hand, have to do with results. They contribute to our high priority goals, our mission and values.

A common mistake that people usually make is spending most of their time on matters in quadrant one, which are urgent and important. Rather, we should increase our efficiency by focusing on tasks in quadrant two that are important but not urgent.

This is because spending too much time on the first quadrant will dominate your time schedule and would result in you spending 90% of your time only on those activities, thereby ignoring the ones in other quadrants altogether.

GETTING ORGANISED

If you’re sceptical about how powerful one small hour can contribute when you save them for other chores, let’s do the maths to prove just how big it actually is.

One hour a day, seven days a week is seven hours a week. That translates to 28 hours every month. Now imagine if you have more than one hour a day that you do not waste. You will then have so much time in a month you can employ in doing things devoted to your dreams.

To make this easier for you, try applying the 80–20 rule by Richard Koch, whereby 20% of our efforts can result in 80% of value. Identify the 20% of your time and actions that can give you 80% impact in what you do. Subsequently, try to reduce or even eliminate the low-value activities to allow more important work during prime time.

DEALING WITH TIME MASTERS

One important part of self-discipline when it comes to time management is to stop spending time on activities that are truly a waste of your time. Against all odds, the things you find overwhelming on your to-do list can be crossed out by the end of the day.

For instance, try to avoid socialising too much on your phone while you are at work. Put those group messages to mute, browse your followers’ photos on Instagram during lunch time and reply your Facebook comments after you head back home. Furthermore, keep your meetings at work short and straightforward; break your procrastinating patterns and avoid water cooler chats already!

Simple enough, isn’t it? Training ourselves to be aware of how much our goals are rewarding is actually very powerful in changing our behaviours. Because, often in that split second when we decide to check our Facebook page or delay an assignment, we will be reminded of the extra time we can enjoy instead of rushing to chase deadlines across a million hurdles.

Delegate, defer, downsize, outsource or eliminate your tasks for real productivity. Most people learn time management the hard way and wish they’d known better.

Sheera Hussin works on developing penetrative content for Leaderonomics Digital Learning. She aims to cultivate lifelong learning in others as a learning enthusiast herself. The Leaderonomics Digital Learning site is an interactive, cloud-based learning platform designed to foster limitless learning. What are your thoughts after reading this article? Contact learn@leaderonomics.com to find out how you can improve your time management skills online.

Time management, despite its simplicity and apparent foundational status, is one of the most requested and wanted skills for training among small to medium enterprises, as well as large organisations. To find out how you can obtain this and many more foundational courses for your organisation, contact learn@leaderonomics.com, or visit www.leaderonomics.org/learn.
RAPPORT, ANYONE?

4 ESSENTIAL PRACTICES TO BUILDING A STRONG BOND WITH CLIENTS

By ROHINI RAJARATNAM
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YOU know how some people just have the knack for networking? It just takes them one conversation to turn a foe into friend. Fret not if you aren’t one of them because we’re here to help you or at least, help you feel others. Communication or some would say “social skills and charisma” is more of a skill than a talent. And the thing is, building rapport with a client usually comes from open communication. Let’s start by laying down what exactly rapport really means. Merriam-Webster defines it as “relation characterised by harmony, conformity, accord, or affinity.” In simple terms, it means a state of harmonious understanding with another individual or group that enables greater and easier communication. Rapport is similar to trust, and you can often build trust and rapport simultaneously. It’s your first meeting, you’ve admitted the work gets done faster. Here are four essential practices to build that communication grid with your client? Apart from the fact that it makes dealing with the client much easier, it’s essential in ensuring the fact that it makes dealing with the client much easier, it’s essential in ensuring the aim of the relationship. When a client is comfortable and open enough to express what they want to achieve, you have to admit the work gets done faster.

Here are four essential practices to build that bond:

1. BREAKING THE ICE
It’s your first meeting, you’ve heard how he sounds like, figured out exactly how he types and all that’s left is a face (not talking about the Snapchat filter picture on his WhatsApp profile). Before you walk in, always have your research done and at least have an idea of who you’re dealing it. Now, if your client happens to be a huge believer on going “low profile,” take the time to get to know him instead and share a little bit of yourself. At all costs, resist indulging in a little schmoozing. That could be a tad off-putting.

2. THE PERSONAL TOUCH
Everybody likes to feel important, to have that sense of being respected and treated like an equal. Regardless of which client you’re dealing with, treat all of them as your important ones. You never know who your clients may know or to whom they will refer you. Remember the small details, like how they like their coffee or even their children’s names. The personal touch means extra work for you, but hey, nobody’s complaining when profits come flooding in. When a client e-mails you, acknowledge the receipt of the e-mail as quickly and with as much enthusiasm as possible, even if you do not have the answer they are looking for. You will give them comfort by simply acknowledging the receipt of their request and by communicating that you’re on it.

3. MIRRORING
What is “mirroring”? It’s adjusting your own body language and spoken language to “reflect” the person you’re talking to. In other words, you become the mirror image of that person! Mirroring makes the other person feel comfortable and, most importantly, makes them feel that they’re being understood.

4. IF ALL ELSE FAILS, HUMOUR THEM!
There’s no such thing as too much laughter. There is something about that breaks down some of the barriers between people and removes some of the tension. So if you find yourself stuck and running out of topics, attempt your level best at being the joker. However, if you’re known for telling a joke that nobody gets or having the “foot in mouth” syndrome, then maybe it’s best you shy away from this. “If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.” — Sun Tzu, The Art of War
You Don’t Get To Choose To Be A Leader

STOP COMPLAINING AND DO SOMETHING ABOUT IT

It’s such a colourful time for leadership in Malaysia. This generation will grow up with the voice of Yuna and Paperplane Pursuit on international radio, they will look up to the grace and beauty of Farah Ann and Siti Fatimah when dealing with pressure from heavy critics, they’ll be able to quote Syed Azmi and Marina Mahathir and when someone tells them that their ideas are too big for such a small country, they’ll mention EPIC homes, Salty Customs, and myBurgerLab. These are the leaders we need in Malaysia, now more than ever. Malaysia has had a rough year, no doubt. Perhaps today it’s easy to demand for a politician, or silver medal Olympian, or even a rock star, but you’re a Malaysian and you count. You’re a teacher who can educate a generation, a parent who can encourage someone who needs it, a man who can brighten someone’s day, a white-collar worker who can bring a spirit of excellence to your work and make it happen themselves.

FOOD FOR THOUGHT

Perhaps, if we all stop demanding for a better tomorrow and instead decide that we are going to make tomorrow better, it might actually happen. There has always been an open conversation about our country, and no doubt awareness is the first step to change. This Merdeka though, Malaysia turns 59. And while you read this, you may not be a politician, or silver medal Olympian, or even a rock star, but you’re a Malaysian and you count. You’re a teacher who can educate a generation, a parent who can raise a planet shaker, a friend who can encourage someone who needs it, a cheer cheong fun man who can brighten someone’s day, a white-collar worker who can bring a spirit of excellence to your work and the people around you. There are many great things about Malaysia, you could be one of them too.

So, as we celebrate 59 years of independence, let’s also celebrate 59 years of dependence on our brothers and sisters of this country. Sehati, sejiwa, together.

By ZOÉ LIM
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There is a different breed of leaders today

In Malaysia, some draft legislation and revolutionise the public sector, some swing raquetts and capture a nation, some uphold the standards of journalism and create an informed society. Some re-tell the great stories of our country and make us believe again, and some stand in front of a podium chanting words that seal their speeches in history. There is beauty in the diversity of leadership in this nation, and there is beauty in the diversity of followers that creates those leaders. Leadership is an exchange, a leader unites a group of people who believe in a common cause, and the group of united people empower the leader through their support. It doesn’t take a campaign to create a leader. All it takes is just one follower to empower someone to do something that they believe in.

... it is important to notice that the true leaders our country has had, were not people who waited for things to happen, but went ahead and made it happen themselves.

尼 the science of leadership, we like to talk about words like “assertive” or “team player” or “multitaskers” and associate it with qualities needed to create a leader. Let’s forget about all of that for a bit. If you ask what makes a leader, the quickest and most straightforward answer to that is: A follower.

You see, leadership is not a choice. It’s not something you get to decide to be. For most of the greatest leaders in history, leadership just happened. Mahatma Gandhi, Malala Yousafzai, Mother Theresa, they all had been doing their own thing for years... And then one day, their followers made them a leader. Because of this, leaders come in all shapes and sizes.

In Malaysia, some draft legislation and revolutionise the public sector, some swing raquetts and capture a nation, some uphold the standards of journalism and create an informed society. Some re-tell the great stories of our country and make us believe again, and some stand in front of a podium chanting words that seal their speeches in history. There is beauty in the diversity of leadership in this nation, and there is beauty in the diversity of leadership in this generation.
By LOUISA DEVADASON
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A powerful spokesperson and celebrant of diversity in the Malaysian film and creative industry was the late Yasmin Ahmad. Though she passed away suddenly in 2009, Yasmin has left a legacy and inspired many. She used her talents and vision to create a platform that truly represents and revelled in the Malaysian experience.

**YASMIN AHMAD: THE ARTFUL TRAILBLAZER**

I never had the pleasure of knowing Yasmin. Nevertheless, her art and grace blazed bright enough to awe you from afar. The diversity she embraced was not loud and it was never political—it was a value that seemed to be held at the very core of her being. Through the ads and films that she created, one gets a sense that she was more than merely anti-racism. She was pro-humanity and most certainly an ardent lover of diversity. Her art was truly multiculturalism at its finest.

**THE WAY TO START WRITING ISN’T BY WRITING AT ALL. BUT BY LIVING.** —Yasmin Ahmad

**UNITED WE STAND, DIVIDED WE FALL**

Yasmin knew that our diverse backgrounds and contrasting cultures were the backbone of this nation and with love in the mix. It was our greatest strength. On her blog, Yasmin the Filmmaker, she speaks passionately about imperfections, love, forgiveness and the arts. Through this small window to her thoughts and values, I have learnt that diversity comes from the acceptance of the “imperfections” or differences of one another. An acceptance rooted in love.

**FIND A LITTLE YASMIN IN YOU**

We all have a voice on social media, through our careers, in our relationships, and we need to not just speak up but also listen. Yasmin used her voice not just to redefine the Malay experience or the experiences of a woman, both of which she would have identified with, but also the experiences of all walks of Malaysian lives. If you have something in your life that another does not, use your voice to demand it for them too. She is proof that you lose nothing from giving and from displaying humanity. Yasmin has left a legacy of love and until today, many young Malaysian creatives carry her torch.

**SOME OF YASMIN’S MASTERPIECES**

**RABUN** (2002)

Her first film was an unconventional yet invigorating tale of a free-spirited elderly couple, Pak Atan and Maki Imom, who chose to leave the city life in favour of the country. This film explores the friction between traditional and modern values in Malaysia that seeks to invoke a spirit of diversity.

**SEPET** (2004)

Set in the iconic city of Ipoh, Sepet tells the inter racial love between a Malay girl, Orked, and a Chinese boy, Jason. The film unearths social pressures and attitudes imposed on mixed race relationships as well as diverse socio-economic backgrounds. The film resonated with viewers internationally and won the Best Asian Film at the 18th Tokyo International Film Festival in 2005 and Best Film in the 27th Cesar International Women’s Film Festival in France in the same year.

**TALENTIME** (2009)

Yasmin’s final film, Talentime depicts a talent contest in present times. Spotlighting a school talent competition that features a middle-class anglo-Malay girl, an Indian boy with a hearing impairment and a Malay boy with exceptional musical talent. This film masterfully celebrates simple triumphs while giving the audience perspective and a peek into an evolving Malay society.

**“I WROTE RECOGNIZING THAT NO ONE WAS PERFECT, AND THAT IF WE EXPECTED TO BE LOVED FOR OUR IMPERFECTIONS, WHY ARE WE SO RELUCTANT TO ACCEPT AND FORGIVE THE IMPERFECTIONS OF OTHERS?” — Yasmin Ahmad**

**DIVERSITY AND THE ARTS: WALK WITH ME**

“If we cannot now end our differences, at least we can help make the world safe for diversity.” — John F. Kennedy

**THE MALAYSIAN FILM INDUSTRY: THE PRESENT**

Malaysia has historically been the meeting place for a mosaic of cultures that have now come to define our current backdrop. As with all cases of people coming from different schools of thought, there are issues. There are signs that we have yet found complete harmony in our diversity through balancing rich heritage, individually in tandem with respect and empathy for those outside our various groups. The current controversy stirred from the disqualifications of Ola Bolo and Jagat at the 28th Festival Filem Malaysia “Best Film” category due to their scripts not completely in Bahasa Malaysia highlights this. In a bold statement against segregation, cinematographer Mohd Noor Kassim returned the trophies he won for Hikayat Merong Mahawangsa and Setem. A member of parliament and supporter of the creative industry, Abdul Rahman Dahlan said, “Ola Bolo and Jagat are the epitome of hard work, creativity and passion of Malaysians... and there is no place for language profiling in the creative industry. Don’t use it to curtail their creativity. Let them be and see the spark.”

The voices of many, along with the loud support from people like that, has led to Finas (National Film Development Corp Malaysia) re-evaluating their award categories and updating their approach to promote films in Malaysia as well as our national language, Bahasa Malaysia.

What Rahman has done by speaking up, and Noor has done by taking a stand, is more powerful than one might realise. They have spoken up for all Malaysians to have the freedom and opportunities they already have. That empathy and humanity is the foundation of great diversity.