there are more than 12 great leadership articles in this week’s pullout. However, we have some 50 new articles each month, plus a library of 4,000 great videos, podcasts and articles at www.leaderonomics.com

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MAKING A DIFFERENCE FOR WORKPLACE DIVERSITY

3 WHY IS DIVERSITY SO HARD TO BUILD? 5 KILLING AGE DISCRIMINATION 6 INCLUSIVENESS STARTS WITH YOU
THE SMALL CHOICES THAT GO INTO BUILDING GENUINE INCLUSIVENESS

W 
O did you have lunch with at work this week? That’s the question that stayed with me after going through this week’s articles. Much has been written about designing policies to promote workplace diversity and using inclusive language in corporate communications. At the end of the day, however, the real impact of such noble intentions rest in how they affect everyday personal interactions among individuals in the workplace.

Unless you work for a three-person start-up or are part of a remote team, every midday break offers us the choice to vote, with our lunch plans, on whom we deem most worthy of our company and attention. Are there people who might feel unwelcome or invisible to you and your clique?

Once, I had a colleague confess that after several unsuccessful attempts to make conversation and initiate lunch with her taciturn office mate, it pretty much ruined her day when the same colleague responded in a completely different and upbeat manner to another person’s invitation.

Who are the usual suspects in your workplace routine? Are your habitual lunch kaki almost always the people from your department? Maybe you can boast of having an ethnically and functionally diverse nasi campur club, but does the group’s make-up also span across age groups, generations or even political leanings?

Matt Naylor reflects on an experience from a previous workplace that got him to realise that the differences between us and a much older – or younger – colleague are often exaggerated in our mind. He also calls out lunchtime cliquishness as a subtle yet common form of workplace exclusion and, in certain scenarios, bullying. Also referencing an anecdote about lunch hour interactions, Elisa Dass Avin suggests that all of us grew up exposed to discriminatory behavior, and we might unknowingly still practise or project our unconscious biases even when we are consciously opposed to discrimination. She provides tips for self-examination and how to counter our prejudicial impulses.

If you find yourself intrigued by Dass Avin’s insights, you will also enjoy Jack Chua’s article on the psychological roots of prejudice and discrimination. He takes us through research on why it’s so challenging to foster organisational diversity, and examples of initiatives that have proven more successful.

What advice would a winner of The Apprentice Asia have on retaining your best talent in today’s employee market? Jonathan Yabut shares a checklist that employees can use to spot a great place to work – and that employers can apply to build engaging, productive workplaces.

For all those days when you’ve felt misunderstood by your peers or colleagues, Dorie Clark has a few tips on reducing the distance. Many leaders make the mistake of striving to project competence and neglect to communicate warmth. Could this be holding back your relationship with your team?

Sandy Clarke tackles the subject of ethical employment practices and its importance to a healthy and productive working environment. Also, have a look at 10 key points from the Malaysian Employment Act 1955 and see which ones you were previously unaware of. Finally, why stop at persuading people with facts when it’s so much more memorable to package those facts in context and emotion? The ability to identify and communicate a good story is not just an art but a science that can be learned and improved with practice.

Bharat Avalani brings us a quick guide to story-spelling as the first step to becoming a master storyteller. If you’re keen to equip your team further in this craft, more details are available on the same page.

As always, we’d love to hear your thoughts and responses to the articles in this issue. Write in to editor@leaderonomics.com to share what was most relevant to you or even just to highlight a point you disagree with. Better yet, don’t just tell us – ask a colleague to lunch whom you’ve not hung out with lately and get their views on the subject, too.

Happy reading and have a great week of lunches ahead!

Siaw Mei Li
Leaderonomics Editorial Team


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WHY IS DIVERSITY SO CHALLENGING?

THE PSYCHOLOGICAL ROOTS OF PREJUDICE AND DISCRIMINATION

By JACK CHUA
editor@leaderonomics.com

As a child, Philip was an average boy who knew next to nothing about programming. He did not grow up in a tech-savvy household, nor was he a self-taught coding wizard. While studying at the Massachusetts Institute of Technology (MIT) as a freshman, he purportedly “couldn’t code” (his way out of a paper bag). But he had one advantage which convinced employers to offer him many great opportunities. Philip is an Asian, and many employers fell for the “model minority” stereotype, believing that he was a tech genius. They provided him internship and assistantship opportunities that many of a different race or gender would envy.

The above story is from an article in Slate written by Philip Guo, a UC San Diego cognitive science professor. It revealed that despite the best of intentions and the belief in their own rational hiring process, people are still victims of stereotype and prejudice. Factors like race, gender, ethnicity, age, sexual orientation and disabilities oftentimes affect a hiring manager’s decisions, either consciously or unconsciously.

WHY ARE WE PREJUDICED?

Psychologists have long studied why people label one another based on simplistic stereotypes and make prejudiced assumptions about one another. According to Nobel Prize-winning psychologist Daniel Kahneman, human reasoning can be understood in terms of two systems: the fast and the slow.

These two systems are the subject of his bestselling book, Thinking Fast and Slow. To put it simply, the fast system makes quick, automatic decisions through simple rules-of-thumb, or emotional reactions.

The slow system, on the other hand, is the rational side of our minds that puts the brakes on the fast system. It takes a longer time to come to a conclusion, requiring more mental effort and taking into account a complex array of factors, but eventually arrives at a more well-conceived solution.

When forced to sift through stacks of resumes, human resources (HR) personnel who are pressed for time may only engage in fast, automatic thinking. They may overlook important details related to a person’s achievements or talents. They may make subconscious snap judgments requiring more mental effort and taking a longer time to come to a conclusion, but eventually arrives at a more well-conceived solution.

This extent of unconscious biases in evaluation and decision-making can become more apparent.

In recent years, organisations have attempted to eliminate unconscious biases in evaluation and decision-making. This extent of unconscious biases in evaluation and decision-making can become more apparent.

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WHAT IS THE PSYCHOLOGICAL ROOTS OF PREJUDICE AND DISCRIMINATION?

The psychological roots of prejudice and discrimination can be understood in terms of various psychological processes, including automatic and conscious decision-making, self-fulfilling prophecies, and the confirmation bias.

Automatic decision-making occurs when people rely on heuristics or shortcuts to make quick decisions. These heuristics may be based on stereotypes, which can lead to biased decision-making.

Conscious decision-making involves more deliberate and thoughtful processes. It involves considering different perspectives and evaluating information more carefully. However, even conscious decision-making can be influenced by unconscious biases.

Self-fulfilling prophecies occur when people make assumptions about others based on stereotypes, which can influence their behavior. For example, if someone assumes that a particular group is less capable, they may treat them differently, which can reinforce those assumptions.

The confirmation bias occurs when people seek out information that confirms their existing beliefs and ignore information that contradicts those beliefs. This can lead to a self-fulfilling prophecy, as people may behave in ways that confirm their existing stereotypes.

HOW SERIOUS IS DISCRIMINATION?

Discrimination is a serious problem that affects many people around the world. It can take many forms, including prejudice, discrimination, and harassment. Discrimination can have serious consequences for individuals, including loss of opportunities, lower self-esteem, and even physical harm.

In the workplace, discrimination can result in unfair treatment, lower wages, and limited advancement opportunities. Discrimination can also have a negative impact on the economy, as it can lead to人才流失 and reduced productivity.

How to address the issue

Addressing discrimination involves acknowledging its existence, understanding its causes, and taking action to prevent it. This can involve creating policies and procedures to prevent discrimination, providing education and training on diversity and inclusion, and implementing strategies to promote diversity and inclusion in the workplace.

CAN THE TREND BE STOPPED?

There is no quick fix to address discrimination, but there are steps that can be taken to reduce its impact. These include creating inclusive workplaces, providing education and training on diversity and inclusion, and implementing strategies to promote diversity and inclusion in the workplace.

WHAT ARE THE ISSUES WITH DIVERSITY?

Discrimination can be experienced in many forms, including race, gender, sexual orientation, disability, and religion. Discrimination can also be based on age, socioeconomic status, and other factors.

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By MATT NAYLOR
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WE have all faced those scenarios where we felt left out of a close-knit group and it is always near-impossible not to take the matter personally. Similarly, we have all experienced times where we have been significantly either the youngest or oldest person in a group and, at times, nothing can feel as isolating.

Ageism has been called the ‘last bastion of workplace discrimination’ in many circles. While discriminatory hot topics such as race, religion, gender and disability continue to be hotly discussed around the world, ageism and generational differences continue to be one of the leading sources of isolation and clique formations in the workplace. For a 25-year-old in a group of people in their 60s, it can be difficult not to feel patronised and not taken seriously due to your fewer life experiences and perceived lack of experience. The lone 50-year-old in a group of hip 20-somethings will automatically assume themselves to be as ‘uncool’ and disconnected.

A CROSS-GENERATIONAL LEARNING EXPERIENCE

My first internship out of university was a post-graduate scheme in an office filled with 22- and 23-year-olds. And one man in his mid-40s. Wanting a change of career, he had decided to embark on a whole new adventure.

In short order, his place in the group went from “Who’s the old guy?” to fitting in to just becoming another one of us. He would admit to me years later that it was initially an uncomfortable experience for him as well, but he eventually realised he needn’t try too hard to fit in with a group of individuals he had never noticed was so different from himself.

He became an excellent member of the group and remains close friends with many of us to this day. For the younger majority of us, he was an invaluable resource thanks to his longer list of life experiences and an objective perspective.

AGEISM FOR LUNCH?

Age-based discrimination is perhaps most obvious during the most clique-determining time of the working day – the lunch break. Any time I have joined a new company, there are several things that I keep an eye out for during my first couple of days and chief among these are the lunch groups. Who’s friends with who? How often lines up with who goes out for lunch with who.

And here is where it can be easiest to feel left out. Have you ever experienced all of your peers or teammates head off to lunch together and not invite you? Occasionally, it can be purely accidental – maybe they just forgot in their tunnel-visioned quest to chow down or maybe they mistakenly thought that you had a lunch meeting to get to. But on the occasions when it is deliberate, it is the most subtle and, sadly, enduring form of workplace bullying that exists.

Take a look around your office next week during lunchtime. Have a think about every colleague you have had lunch with in the past few months.

How many of them were either in your department or in your age group? Is there a natural human tendency and an unspoken rule of many offices that so often these two subsets make up our workplace friendship groups. Nobody is saying there is anything wrong with that.

Having colleagues in the office with whom you jive well and are able to create a friendly atmosphere is never a bad thing. But if there is an age imbalance in your team or across the company, it is important to be mindful that nobody is being left out.

Obviously beating day-to-day ageism is a responsibility that largely lies with the employees of an organisation, but that doesn’t mean there aren’t leadership techniques that can help foster a more integrated culture.

BEATING AGEISM THROUGH INTEGRATION

Katherine Crowley, co-author of Mean Girls At Work and Working With You Is Killing Me, once said in an interview: “At work, joining a clique can give you a feeling of security, a sense of identity. We find that people don’t tend to form most in corporate environments with weak management. They are like office gangs that emerge to fill in the void of leadership.”

Don’t be that leader that allows the imbalances to run the asylum. Great leaders know how to destigmatise age or indeed any form of workplace discrimination, by creating a culture of inclusion and integration.

Human nature and practicality will still result in inevitable habitual lunch groups or friendship cels forming, but knowing how to cultivate the type of atmosphere that results in a more relaxed conversation across the departments and age groups will bring greater employee engagement and kill off the negative office cliques that can so often be an office poison.

The jury remains out on integration theories such as hot-desking and open-plan office spaces as new-wave leadership styles spread further. Team-building exercises, corporate retreats and regular ‘town hall’ meetings may have a greater track record and history of building workforce integration. Without the right commander-in-chief, however, such exercises become futile.

Starting at the top and working its way down, the right culture of employee integration will always lead to a more harmonious and cohesive organisation. Start me an office filled with friendships that span generations and departments and I’ll show you a happy and productive workforce.
HOW TO SPOT A STORY — A SIMPLE FRAMEWORK

A GOOD STORY IS WRAPPED IN CONTEXT AND DELIVERED WITH EMOTION TO INSPIRE ACTION

By BHARAT AVALANI
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IT’S so much talk about business storytelling you’d think business people were telling more stories. Sadly, we see lots of people talking about stories but very few telling them.

Thing is, you just don’t get the benefits of storytelling unless you are actually telling a story. Facts alone lead to consensus, but facts wrapped in context and delivered with emotion inspire action. That, in essence, is a story and what it can do. Part of the problem is that many business people can’t tell the difference between a story and a mere tale, assertion or point of view. Sometimes, what they’re expressing may even be devoid of context and unemotional, devoid of meaning.

ORAL STORYTELLING

We designed this simple story framework to help them pick out actual stories from one of the above.

If you can identify with this problem, here’s an infographic you can pin to your wall or save to your smartphone so that you have some simple guideposts to help you spot stories. (Figure 1)

Once armed with this knowledge, you’ll no longer be lulled into accepting any old thing as a brand story, product story, strategic story, or even a strategic narrative unless it’s really a story.

The ability to spot an oral story is THE key to effective story-work. You only get the benefits of storytelling if you’re actually telling a story. This alone will set you apart from all those who merely talk about stories but do not tell any.

SO HERE ARE THE STEPS:

Often starts with a time or place marker, or sometimes a character

When you hear someone say, “Just this week…” or “The other day…” or “In 1991…” then it’s likely they are starting to tell a story. These are time markers. Sometimes an oral story starts with a place, for example, “We were in the boardroom and Allan walked in…” or “At the crusher Ali heard the bell…” And very rarely an oral story will start with a description of a character. “Tony has been with the company 20 years. He’s the kind of guy who powers through the work…” Written stories, however, frequent practically connect to and lead effectively through storytelling. Led by Mark Schenk of Anecdote, the world leader in the use of storytelling in business, together with former Unilever storyteller Bharat Avalani, this event is open only to CEOs, managing directors, directors and general managers of businesses.

This special session will preview practical techniques to connect and lead effectively through storytelling.

For more information, contact Dinesh at +6012 985 6835 or dinesh.draj@leaderonomics.com

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Bharat is a faculty of Leaderonomics who specialises in creating brand experiences through storytelling. He is a veteran FMCG marketer who helps executive teams put stories to work by helping leaders find and tell stories to engage, influence and inspire people.

Bharat Avalani
Global Partner
Anecdote

Mark Schenk
Managing Director
Anecdote

www.leaderonomics.com | Saturday 4 March 2017
Inclusiveness starts with you

We may be prejudiced against certain people at workplace without realising it.

By ELISA DASS AVIN

UCH has been written by a multinational community, both from developed countries and Malaysia. As a community, we are a blend of different nationalities and have different backgrounds and experiences. This diversity is one of the strengths of our community.

Unfortunately, this is not uncommon, even in Malaysia where most Malaysians do not consciously think about a person you are unfamiliar with. However, walking away becomes easier if you are familiar with the person you are unfamiliar with. The second sentence enquires about your level of interaction in helping others. The first sentence asks about your interaction with others. The second sentence asks about your interaction with groups of people. The third sentence asks about your interaction with groups of people. The fourth sentence asks about your interaction with people who are different from you. The fifth sentence asks about your interaction with people who are different from you.

When cognitive dissonance takes place in the workplace, we need to be aware of our behaviour. Our implicit biasness results in our actions or thoughts that may sometimes make them feel uncomfortable or small. When these biases are not deliberately damaged, nor explicit, it can be easily picked up by someone who is already feeling out of place. As we build a diverse and inclusive workplace where people of different ages, gender, educational backgrounds, languages and races come together, we need to put in some extra work beyond implementing procedures and trainings. The following approaches can help welcome and sustain diversity in our organisation.

1 DISCOVER, UNDERSTAND YOUR IMPLICIT BIAS

Most Malaysians do not consciously communicate against others, but there is no denying that many of our words are built upon bias. What do I mean? Quite simply, due to our implicit biases, we have a tendency to say things that reflect our own beliefs and not necessarily the experiences or simply be ‘borrowed biases’ from the media or others. “I get where you’re going with that, but it’s not as simple as that.”

2 BERRY UP AND PERFORM YOUR ACTIONS

Our implicit biasness results in our automatic responses. Behavior that we don’t express in our biasness, there is a high chance that it is not in our biasness, it is in the way we interact with others. We may not even be aware of our implicit biases. “I know what you’re thinking, but...”

Where cognitive dissonance takes place in this case, something needs to happen. We change either our belief or our behaviour. Based on the above example, I don’t believe my conscious belief that every individual is unique and should be put in a box. So I changed the behaviour that stemmed from my implicit biasness and saw great results arising from it.

3 TAKE SINCERE ACTIONS TO SUSTAIN DIVERSITY

Sincere actions are those that we have more in mind to improve our implicit biasness. We know that the words we use to define what a certain race or gender as you are not built on top of the words that make them up. “I don’t think it matters, but...”

The first sentence asks about your level of interaction in helping others. The second sentence asks about your level of interaction in helping others. The third sentence asks about your level of interaction in helping others. The fourth sentence asks about your level of interaction in helping others. The fifth sentence asks about your level of interaction in helping others. The sixth sentence asks about your level of interaction in helping others. The seventh sentence asks about your level of interaction in helping others. The eighth sentence asks about your level of interaction in helping others. The ninth sentence asks about your level of interaction in helping others. The tenth sentence asks about your level of interaction in helping others.
WHAT TO DO WHEN NO ONE UNDERSTANDS YOU

STRATEGIES TO HELP OTHERS UNDERSTAND YOUR INTENTIONS

By DORIE CLARK
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THE human brain likes to minimise effort, says psychologist Heidi Grant Halvorson — and, unfortunately, that often means other people aren’t making much of an effort to understand you. As humans, “we want to spend as much effort and energy trying to understand something as we have to, but not an ounce more. We unconsciously rely heavily on what we expect a person to be like... stereotypes, even ones you don’t believe, can influence how you see another person,” she says.

Of course, the upset is that you might be misunderstanding other people, and they’re probably doing the same to you. As I discuss in my new book Stand Out, however, it’s essential to ensure that your ideas are really being heard, so they can have the impact they deserve.

Halvorson, the author of No One Understands You and What to Do About It, shares her strategies for minimising communication missteps and helping others see you more clearly.

SHOW WARMTH AND COMPETENCE

To be perceived as a likeable leader, you need to show two things: warmth and competence. “Unfortunately, what most of us do, especially in the work context, is we work hard to show our competence, but we forget to show warmth,” says Halvorson.

That turns out to be a toxic combination, because if you’re competent, but not warm, that makes you a potent foe.

It makes others feel that you’re someone that I need to be really careful of.” “Leaders make this mistake all the time, they’re so busy trying to prove that they’re competent enough to lead that they forget to signal warmth, which is really the foundation of trust,” she says.

So how can you effectively signal warmth? Eye contact is key, she says. She also recommends “leaning forward a little bit during conversations, having a nice open body posture, and nodding when people are speaking to indicate understanding.”

REMOVE AMBIGUITY

Too often, we assume we’ve communicated something thoroughly and effectively — yet our colleagues still haven’t gotten the message. “If you ever say to yourself, ‘I assume they know,’ they don’t,” says Halvorson.

Don’t be afraid to repeat an important message multiple times, and in a multitude of ways. When in doubt, ask your colleagues and employees what they’ve heard you say, and make sure it’s accurate.

“Take the ambiguity out of it and make it very clear that you are an ally, and a powerful one. Then you inspire tremendous trust and tremendous loyalty, and the upside of that is really incredible.”

MAKE OTHERS FEEL THEY’RE ON YOUR TEAM

It’s easy for people to resent someone who seems successful. They may tag you as overly ambitious, or a climber, or an arrogant egotist.

You can avoid that fate, says Halvorson, if you “try to create commonalities with those people and make it very explicit... that you really wanted to get those people on your team, a good approach would be to tell a few more stories in the beginning that are about your foibles and your struggles,” she says.

“It is one of those things that I think bonds people. You immediately feel at ease with someone who is willing to tell you that they’ve screwed up or there are things that they don’t do well, mistakes that they keep making — that how you came to be an expert was not this smooth, flawless journey of smiles and accolades. It had many challenges in it.”

Overall, she says, if you have friction with a colleague who may feel threatened by you, “really ramping up connections with that person, pointing out similarities, pointing out shared experiences, is a great way to turn you from a them to an us.”

In a busy world, it’s easy to be misunderstood. But following these three strategies is likely to help your true intentions shine through.

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To learn more, email info@leaderonomics.com
‘GIVE ME ONE GOOD REASON TO STAY’

HOW TO RETAIN TALENT IN YOUR ORGANISATION

BY JONATHAN YABUT
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W hile we’ve heard about Google and Facebook offering free food and massages while others offer unlimited vacation leaves, the key to Keeping employees stay longer goes beyond the tangible perks. It also amounts to the company’s culture internms of how it treats and values its employees. How many who are willing to take a pay cut in the long run. Even though there are “costs” that need to be minimised rather than investments that can be harvested in the long run. Even though there are many who are willing to take a pay cut out of desperation, the talented ones will leave for better opportunities because they know they can and should be paid more.

Research has proven this time and time again — when you pay your employees enough so that money does not become an issue at work, you have employees who worry about something else i.e. their jobs, and not their families to feed. When money is out of the picture, people start asking more relevant questions for the organisation. They will ask, “How can we get this project done on time?” instead of “Why should I do more than what is required when the company is paying me peanuts?”

Employees who are fairly compensated for their efforts don’t just comply — they contribute. They work beyond what is being asked of them because the company values their contributions.

2. VALUES FOR THEIR OPINIONS

When I was a management trainee, I often felt sidelined during work meetings because I was young and looked like I had nothing to offer. These days, I always make sure that when I see new employees or interns in a meeting, I ask for their opinion and treat it as important as everyone else’s.

While hierarchy puts the structure in any workplace, it is also the biggest communication barrier. It creates a wall that makes people hesitant to share what they know due to the fear of being judged. Everyone’s opinion at work should count, down to the lowest ranking salesperson who probably knows his or her customers more than his or her office-based managers do.

In 1993, when a cabin crew member of Delta Airlines suggested taking the lettuce from their passengers’ entrees because he noticed no one was eating it anyway, management saved US$1.4mil a year later following the suggestion. The idea initially sounded absurd, but it did pay off well.

When we show that we value everyone’s opinions, we espouse a culture of your views are important, which counts, down to the lowest ranking salesperson. We acknowledge it, and eventually reward it too.

3. EMPOWERED TO MAKE DECISIONS ON THEIR OWN

I used to dislike teachers in school who were fond of dictating how my book report should look — the margin size, the font type, and even the book cover’s colour. I hated that because I knew I could get the job done without using the imposed templates. I graduated with this same feeling when I entered the corporate world.

While standardisation is important to ensure quality, no one wants a boss who hovers like a helicopter and checks on everything you do for humans. The most demeaning job is to serve like a robot waiting for repeated instructions. Talented employees love what they do because they have the autonomy to execute what they need to do. When you empower a person to accomplish a task using his or her own creativity and genius, he or she becomes motivated to excel even more because that’s his or her own sweat and blood at stake.

“I trust you, and I know you will do well”, is the message that the company sends when it empowers its employees. Who wouldn’t stay longer for that?

4. SEEING THEIR COMPANY AS A PLACE FOR BOTH WORK AND PLAY

We were obsessed about work-life balance years ago when we saw personal life as something to be enjoyed once we exit the office doors. These days, the enlightened ones talk about work-life integration: the process of fulfilling one’s personal needs and aspirations while at work.

On average, we spend at least eight hours of our life on weekdays in the office. Can’t we achieve at least one personal ambition while in our buttoned sleeves and collared shirts? Yes, we can.

Your job shouldn’t only feed your wallet, it should inspire you to become a better person; for your family, for your society, or for whatever cool start-up company you dream of launching once you leave your current job.

Employees who stay longer in an organisation are those who learn new things that excite them daily. They are thankful that their organisation has brilliant senior executives who mentor or coach them. They have bosses who show them how to win negotiation with clients. They have human resources (HR) departments who are actively involved with launching unpretentious Zumba classes or charity programmes that toughen one’s personal resilience.

These employees stay because they spend more time with the company, they discover their true purpose and meaning of work beyond paychecks. After all, isn’t purpose what we’re living this life for?

AT THE END OF THE DAY

“To give them a reason to stay, and they will stay”, is a piece of advice I always give to HR practitioners who worry about today’s competitive war of searching for sustainable talent. This often holds true in my experience. Remember that leaving and moving on to a new company is also a painful and costly process for the employee. Do you really think everyone wants to move around every year? Most of us don’t.

Humans are social creatures who yearn for stability and permanence when it comes to a sense of belonging. We will stay when we find reasons to stay. But those reasons aren’t made up individually. The organisation, more than anything else, is the strongest source of influence on employees’ happiness, engagement and success. Like a life partner, may you find the one that you can put up with, for the good and the bad, in the long term. Good luck!

ROSHAN SAYS:

One of the best leadership programmes I have ever attended is George Kohlihneser’s (plc) High Performance Leadership (HPL) programme offered by top global business school IMD. This course is generally offered at the IMD Campus in Switzerland and there are but a few Malaysians that manage to fly out there to attend it. However, I just got a call from Prof. Kohlihneser this week and he mentioned that this award-winning programme will be offered in Singapore for the first week of April this year.

The programme is only for senior leaders, and if you are a senior leader looking for a great programme, I would personally recommend HPL. To find out more and to register for this programme, email me at info@leaderonomics.com and I will connect you with Prof Kohlihneser’s team in IMD.

Roshan Thiran
Chief Executive Officer
Leaderonomics

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**BASIC PRINCIPLES OF ETHICAL BEHAVIOUR IN THE WORKPLACE**

**1. RESPECT FOR THE INDIVIDUAL**

- Employees are entitled to preserve human dignity, to be treated fairly and be given credit for his or her business without interference, bullying, or harassment. Leaders have a duty to exercise those roles for which they are responsible.

**2. SUPPORT FOR THE INDIVIDUAL**

- Employers should be provided with the tools and information they need, whenever needed, whether it relates to professional growth and development, or concerns issues within the organisation.

**3. FREEDOM FROM HARM**

- In the workplace, people have a right to carry their role free from any retaliatory harm, and a responsibility to exercise that role without conduct and acts are well-intended towards their colleagues.

**4. FREEDOM FROM DISCRIMINATION**

- Business leaders should make sure that no civil servants on probation are placed on the employees. Engage with the employee in an open discussion of employee skills with whatever is required to carry out their roles correctly, and everyone within an organisation has a duty to work for the benefit of anyone who is treated unfairly.

**3 EXAMPLES OF UNETHICAL BUSINESS PRACTICE**

**CHEVRON’S HIRING OF MILITARY FORCE IN NIGERIA**

- Since petroleum oil was discovered in 1956 in the Niger Delta, companies such as Chevron have prospered from the area. Over the years, the Nigerian Federal government forced them from its local distribution of oil companies, which lead to a violent uprising in the 1990s. Reported suspicions indicated a military base in the Delta State of Nigeria, housing one of the most dangerous soldiers who worked in oilfields, and killed native leaders who attempted to negotiate with the soldiers.

**SIEGLA’S LOW SHOPPING ALIGNMENT**

- Sieglia Cold WarTM Team Alignment

**WHY ETHICS ADD VALUE TO YOUR ORGANISATION**

- Labour is prior to, and independent of, capital. Capital is only the fruit of labour, and could never have existed if labour had never existed. Labour is the superior of capital, and deserves much the higher consideration.

- Abraham Lincoln

**10 KEY POINTS FROM THE MALAYSIA EMPLOYMENT ACT 1955**

- Employees may terminate their contract of service whenever they cease to be employed, are dismissed by the employer for wrong, or are dismissed by the employer for any justifiable cause. The Employer shall give the employee notice in writing, specifying the reasons for dismissal. The Employer shall give the employee notice of not less than 30 minutes; more but not exceeding one hour in advance. In the case of a termination on the ground of absence, the Employer shall give the employee notice of not less than seven days in advance. In the case of a termination on the ground of misconduct, the Employer shall give the employee notice of not less than four weeks in advance.

**BEING FAIR TO ANOTHER PERSON**

- Employees have the right to carry out their roles free from any intentional harms, including psychological abuse.

**WAVING ETHICS**

- Having spent his roles, employees are held accountable for their conduct reasonable protections to employers as rights of the employee, as well as to offer also protect benefits conducive to well-being. It’s therefore in the interests of the employee, as well as to offer also protect benefits conducive to well-being.

- Employers are expected to be salaried and respected by their employees. Employers should receive the value they are owed when they work diligently and provide consistent, mutual respect for their employees. Maintaining professional integrity, it really is a win-win strategy. Just as employees may be expected to be salaried and respected by their leaders, employers should realise that they are just as responsible as their employees (not just more so) for bringing about the kind of success that helps an organisation to survive and thrive.

**EVERYONE HAS A RIGHT TO**

- Maintaining organisational integrity, it with several benefits and incentives. Of course look to employers to provide employees will recognise when their roles free from any obligations, capital.

**ETHICS**

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**THEMATIC QUESTION CHALLENGE**

- “What one thing are you grateful for today?”

**4 FOCUS FOR THE INDIVIDUAL**

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Are you training your employees for your competitors?

Unless you intentionally design your culture, training for competencies alone might just be equipping your employees to leave you!

Talented employees do not thrive in a culture of ambiguity.

They seek CLARITY and CONSISTENCY before they are ready to COMMIT their hearts and minds to the cause of the organisation. Hearts and minds are won when every employee not only understands why the organisation does what it does, but also truly believes in the greater purpose of their day-to-day work.

An intentionally designed workplace culture addresses this deeper level of belief. Reinforced by employees’ experiences in the workplace, culture helps drive the engagement that motivates employees to achieve greater results. A great workplace culture nourishes your employees and motivates them to serve clients with deeper commitment.

Partner with us and make your culture work for you.

Email info@leaderonomics.com for a complimentary cultural audit conversation.