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.

Don’t miss out on greatness. Surf the site and grow as a leader today!

“...the belief we have in each other will drive us towards a better future.” — Are Millennials Truly the ‘Worst’ Generation? Page 11
When people talk, listen completely. Most people never listen." – Ernest Hemingway

Here’s the interesting thing about the world we live in: sentiments come in a list of generic, curated presets. Whether it’s emotions on multiple digital platforms or popular opinion, there is little need to think deeper about a situation before deciding how we feel about it. As communication becomes more instantaneous, measured and digitised – especially in the workplace – more people are removed from experiencing the finer details of human interaction that allow us to explore more emotions.

One such emotion is empathy – a heavy, broad-ranging aspect of human nature. An empathic individual is one who has the capacity to share and relate to the experiences and feelings of another. Understanding the motivations of others would ultimately lead us to rationalise why characters – or even processes – are built in a specific manner. As companies prepare to embrace the Fourth Industrial Revolution (Industry 4.0) – the phase that calls for full industry automation and digitisation – how can we take advantage of this unique element of human nature to help soothe the fears and anxieties that may arise in the traditional workforce?

This week, Roshan Thiran lays out three forms of empathy; cognitive, emotional and compassionate. He examines how displaying empathy in the workplace isn’t about “being nice”; rather, it is about being able to craft the right approach when faced with someone in need, leading to increased levels of confidence and trust. But can empathy be learned? And if we do learn to empathise, is it necessarily a good thing?

Professor Hew Gill takes us through not just the human brain’s innate ability to empathise, but also the degrees to which even animals display this behaviour under specific circumstances. He also tells us that neuroscience has found varying levels of empathy between the genders, and that managers with higher levels of empathy are generally viewed as more effective leaders. Read his analysis on Page 8. Leaderonomer Louisa Devadason talks about exactly how we can use empathy as a tool to make our colleagues feel heard and understood. She lists five ways to cut through misunderstanding and hurt by keeping an open mind and seeing the point of view of a distressed colleague, while not necessarily agreeing to any opinion. A current trending topic is the culture gap between Generation Y and generations before it. Leaderonomer Tamara Jayne tackles this by bringing into context the various criticisms faced by youth across different eras. She draws on popular texts from various decades to demonstrate how stereotypes of today’s millennials are not far off from those of baby boomers in their youthful heyday. Flip to page 11 for this story.

In this week’s centrepiece, discover new initiatives by the Human Resources Development Fund, which – in preparing for an era of full automation and digitisation – is spearheading initiatives that enable leaders to allay any fears faced by employees by upskilling, reselling and multi-skilling the workforce.

If you’ve got a story to share about how empathy has helped in your professional journey, drop us a note at editor@leaderonomics.com. We look forward to hearing from you. In the meantime, we hope you enjoy our offering this week!

Lydia Gomez
Leaderonomics editorial team

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

We are committed to providing content that inspires our readers. If you would like to suggest a specific theme or topic on leadership for us to explore, contact us by e-mail at editor@leaderonomics.com.

Looking for great insights, coming up with new ideas? E-mail us at editor@leaderonomics.com.

Whether it’s emoticons on Facebook or WhatsApp, or GIFs on Twitter, emojis are no longer just a fun way to express emotions. As communication becomes more instantaneous, measured and digitised, emojis can play a role in constructing and clarifying messages.

One such example is the use of emojis in communication. Do we care more about the symbol or the message it represents? This is the question we ask ourselves when we use emojis. In this week’s centrepiece, we will explore how emojis can be used as a tool to enhance our communication.

In this month’s centrepiece, we will take a deeper look at the impact of emojis in social media. We will also discuss the potential benefits and drawbacks of using emojis in communication.

And finally, we will look at the future of emojis and their role in the digital world. As we move towards a more digital future, it’s important to consider how emojis will evolve and what their role will be in the new world of communication.

This Leadership Guide is the work of our team of writers and editors. We are committed to providing you with the most accurate and up-to-date information on leadership. We hope that you find our content informative and useful.

Happy reading!

[Editor’s Note]

We can help tell your organisational story to the world. For more information, please contact us at editor@leaderonomics.com or call us at +603 7957 5809/5804.
ARE YOU AN EMPATHIC LEADER?

In short supply, it’s a quality that’s sorely needed

By ROSHAN THIRAN
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A few weeks ago, I met up with an old classmate. I asked him how he was doing. He had left a big multinational organisation to join a progressive government entity and he was hoping to make a big difference to the nation. He sighed and shrugged his head. He then went on to lament how everything, including all decisions made, singularly revolved around the “great” leader and everyone else had to just jump according to instructions from the top. He wished he had stayed at his old organisation and not been swayed by the “grass is greener on the other side” syndrome. Fortunately, in many corporate entities, the evolution of leadership has, thankfully, shifted from the “Great Man” style of leading, where one person is in charge and understood to call all the shots, to a more collaborative relationship that comes with the message “let’s figure this out together.”

Collaboration is a wonderful approach in today’s competitive market. From a business perspective, the array of ideas and solutions offered by more than one or two people often yields the kinds of positive results that would take just one person much longer to think up by ruminating at his or her desk. However, when we seek to collaborate with others, there’s one key resource from the Emotional Intelligence toolbox that often gets overlooked: empathy. It seems so obvious. How can we work well alongside others if we neglect to connect with them and make an effort to see things from their perspective, presuming instead that everyone is necessarily have sympathy but we are mindful of context and perspective. It’s about recognising the appropriate approach to take when confronted by the struggles of someone in need.

For example, the employee who is struggling in their new role, despite putting in every effort to fit in and perform at their best, is likely to need the kind of support and guidance from their leader that is driven by compassionate empathy. On the other hand, an employee who fails to pull their weight for no apparent reason and turns up late to the office every day will require a different approach altogether if the leader hopes to deal effectively with their situation. In his book, Leaders Eat Last, Simon Sinek suggests that exceptional organisations “prioritise the well-being of their people and, in return, their people give everything they’ve got to protect and advance the well-being of one another and the organisation.

When it comes to leaders – whether of a small home business or a large corporation – he adds that we all have the responsibility to become the leaders we wished we had even as we went through our personal journey towards where we are today.

Whatever our leadership level, our relationships revolve around people and we all want to work alongside those who make the effort to understand our needs, hopes, and desires. Empathy, may actually be the secret sauce that drives great businesses forward.

I have personally experienced all three forms of empathy in different situations, yet there is no one form of empathy that trumps the others.

There are certain situations where cognitive empathy – where we understand how someone else may feel yet remain detached – is critical to make tough decisions occasionally. Compassionate empathy and emotional empathy can sometimes cause emotional burnout and occasionally, others may take advantage and manipulate a compassionate and empathetic person. Nonetheless, a person who is high in compassionate empathy would be a wonderful friend to have. Which bring us to the question, is empathy important in business leadership?

Why is empathy important in leadership?

Before answering the question, it’s important to make a distinction between authentic empathy and how we might tend to view it generally. Authentic empathy, in my opinion, is when leaders make the effort to listen, understand and care, while being mindful of context and perspective. Empathy isn’t about “being nice” – it’s about recognising the appropriate approach to take when confronted by the struggles of someone in need.

According to Paul Ekman – an expert on emotions, there are three kinds of empathy:

1. Cognitive empathy – just knowing someone might be feeling and what thoughts might be running through their mind. At the core, this is perspective-taking, where we may not necessarily have sympathy but we are aware of the emotions of others.

2. Emotional empathy – when we can actually tap into and feel what the other person is feeling: this is a skill that doctors and nurses, for one, would have cultivated during time spent with patients under their care.

3. Compassionate empathy - the most holistic form of empathy. Not only are we aware of how someone may be feeling and attuned to their emotions, but we are also driven to help the person if needed.

Being empathetic towards our peers and direct reports not only bolsters relationships and increases levels of confidence and trust, it also acts as the glue that holds the whole organisation together.

Without empathy, everything has the potential to fall apart. Leaders must not only open their ears and eyes to the activity around them; they must also learn to listen to the hearts of others. Likewise, unless employees truly empathise with their leaders (i.e. understand both the emotional and logical rationale for decisions made), organisations may never reach their full potential.

But how?

I recently witnessed a dialogue between a leadership team of an organisation where the leaders talked to each other, but hardly made an effort to listen and discover collaborative opportunities. To me, the starting point of an empathic organisation is when both leaders and employees stop talking and start listening to understand.

Genuine empathy can transform a business. In 1999, I was tasked to transform an aviation business and came in as an executive director and chief financial officer of the business. We were a small company with limited customers and we finally landed a huge customer from China. But as soon as we got the order, we messed up the work and the customer was fuming mad. We had hoped that doing a good job would have yielded us more work from them but instead, it looked like it was the end of the relationship. Our chief executive officer Peter Jerin felt significant pain, not for us, but for the customer. He knew that the head of engineering at the airline trusted us with their engines but got shoddy work for her trust. We flew down to apologise. But she refused to see us. We stayed outside her office almost the whole day till she finally came out. And we bowed down to her and apologised profusely, truly empathising with her pain.

She left without acknowledging us nor uttering a word. Yet, a few weeks later, she sent a few more engines for us to service with a caution advising us that if we ever messed up again, our apologies would mean nothing. We never messed up again. Having the ability to not only empathise with each other internally but also externally with our customers can truly be transformative for our business. If each leader and employee in our organisation has an empathic heart, many of the problems we face may be a thing of the past.

According to an unpublished survey of our graduates over the past 10 years who now occupy professional positions, empathy is most lacking among middle managers and senior executives: the very people who need it most because their actions affect such large numbers of people.

What is empathy?

According to Paul Ekman – an expert on emotions, there are three kinds of empathy:

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TAKING calculated risks means boldness with forethought. It means weighing the outcome and avoiding unwise action. A calculated risk might be giving a presentation to your boss’ peers, telling someone they have a habit that annoys you, volunteering for a project you’ve never done before, or trying a new sport.

We can learn to take calculated risks, and they get easier with repeated attempts. Eventually, you learn that you can pick yourself up and continue, even if your boldness causes you to fall flat. Many times it has been difficult for me to overcome my initial paralysis when faced with a risky challenge. Years ago when I entered the pension business, my fear of failure was paralyzing. I was afraid that I wouldn’t get any referrals from these centers of influence, or that I wouldn’t establish a positive image for myself and my firm. I would learn from it. Yes - I was better prepared for my next effort. But I could live with it. I would learn from my mistake and not make it again.

What is the worst that can happen? If I called on successful attorneys, I was afraid I would:  
- make a fool of myself  
- be asked questions I didn’t know how to answer  
- be kicked out of their offices  
- be embarrassed  
- be told I was wasting their time.

These are disaster fantasies. We think of the worst possible outcomes, whether they are realistic or not.

1. **What is the worst that can happen?**
   - When I was asked to call on attorneys: I was afraid I would:  
     - make a fool of myself  
     - be asked questions I didn’t know how to answer  
     - be kicked out of their offices  
     - be embarrassed  
     - be told I was wasting their time.

2. **What is the likelihood of this happening?**
   - Be realistic. The fear may distort your objectivity, but try. Often you will find the likelihood to be small.

3. **What if this did happen?**
   - Could I live with the outcome?
   - If yes, for me, then strategize another plan. I decided yes, I could live with someone throwing me out of their office. I wouldn’t enjoy it, it would be uncomfortable and emotionally painful, but I could live with it. I would learn from my mistake and not make it again.

4. **What am I afraid won’t happen?**
   - Sometimes we fear what won’t happen as much as what will happen. If I called on successful attorneys, I was afraid that I wouldn’t get any referrals from these centers of influence, or that I wouldn’t establish a positive image for myself and my firm. Repeat questions two and three to get past this particular point of resistance.

5. **What are the benefits to my not taking this risk?**
   - It’s comfortable at this current comfort zone. No pain.
   - I don’t have to think much. I can do my job on automatic pilot.
   - I’m making enough money to get by.
   - If I try something new I might fail.
   - I’m at the top of the heap right now.
   - If I try something new I could fall on my face.
   - I’m too old to change.

6. **What are the benefits to my taking this risk?**
   - I would learn new skills.
   - I will feel better about myself because I’m trying something outside my comfort zone.
   - I could be wildly successful.

The late Doug Hooper, author of You Are What You Think, said: “Anything that comes up in your life that will be to your betterment, say ‘yes’ to it immediately.”

Don’t think about how uncomfortable you will be, or that you’ve never tried this before, or that you don’t think you can do it.

Instead, work through the six questions, weigh the outcome, and more often than you think, you’ll benefit from risking a yes.

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**By REBECCA L. MORGAN**  
editor@leaderonomics.com

“Take calculated risks. That is quite different from being rash.”  
— George S. Patton from Letter to Cadet George S. Patton IV  
June 6, 1944

**TAKING CALCULATED RISKS**

**REBECCA MORGAN**  
24–26 MAY 2017  
KUALA LUMPUR

International Certified Speaking Professional, Certified Management Consultant, Trainer

“Thank you for the time and ingenuity you dedicated to planning and delivering your presentation. It was a great pleasure to see your enthusiasm, intelligence, and willingness to share knowledge. We can’t say thank you enough for your hard work, your flexibility and your poise.”  
— Dzmitry Bazhko, Presentations Manager, Airbnb

Rebecca specialises in creating innovative solutions for workplace effectiveness challenges. She has appeared on 60 Minutes, Oprah, the Wall Street Journal, National Public Radio, and Forbes.com, as well as international media such as the Straits Times, Brunei Times, and The Star (Malaysia). Rebecca is the bestselling author of 25 books, including Grow Your Talent, Remarkable Customer Service and Disservice, and Professional Selling.

Work, Play, Give | Influencing Others When You’re Not Their Boss | Influencing Without Authority Becoming an Authentic Leader | The Power of Our Words | Effectively Growing Your Key Talent

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Recognising the need for executive education

Businesses seek to propel themselves into a digitised and automated environment, and ultimately, attain Industry 4.0 status, must embrace a mindset of constant upskilling and re-skilling to stay ahead.

In a VUCA (volatility, uncertainty, complexity and ambiguity) environment businesses require both forward-thinking leadership and agile, competent teams to adapt. It is overwhelming, to say the least. Having a strategic human resource plan for equipping teams with the necessary business skills to remain relevant and competitive is critical to thriving in a VUCA world.

“Executive education is aimed at developing the skills and competencies of middle and senior executives and managers in an organisation. C-level executives who have been updated and updated themselves with global best practices acquire a powerful combination of new knowledge and skills,” says Thiagaraja.

Here, he emphasises the need for leaders to subscribe to the principles of lifelong learning (Learn, Unlearn and Relearn) and development for strategic decision-making and to enhance leadership effectiveness.

“lt is through exposure on a global scale that companies such as those in Malaysia can keep up with technological advancements within each sector. Executive education isn’t just a way for C-level leaders to gain current knowledge, it is also a place for them to share and understand the challenges faced by peers elsewhere,” Thiagaraja adds.

A global meeting of minds

The need to share expertise and depend on each other is stronger than ever. One such opportunity is K-Pintar’s upcoming Cranfield Global Leadership Programme. Now in its fifth year running, this programme is a platform that will see top business minds from various ASEAN countries in Bedfordshire, UK for one week to gain a critical appraisal of how their businesses can be run more effectively. Cranfield University, established for more than 60 years now, has been ranked by the Financial Times as one of the Top 10 business schools worldwide. Running this year from May 7 to 13, the 5th Cranfield Global Leadership Programme will see top Cranfield faculty and industry leaders delivering a series of talks and workshops and leading group exercises to enable leaders to solve some of the biggest problems facing companies globally today.

Fully HRD-claimable for Malaysian companies, the course will guide attendees to develop solutions to a range of problems faced by leaders today. Externed Cranfield University faculty and expert guest speakers will spend the week leading hands-on sessions tackling Successful Customer Value, Strategy Innovation and many more such topics.

Later in the year, K-Pintar will collaborate with the European School of Management and Technology (ESMT) to present the 3rd ESMT Smart Business Leaders Programme this Sept 17 to 22 in Berlin, Germany. Once again, this programme is anticipated to forge dynamic synergies between the famed efficiency of German business systems and the booming, cutting-edge industries of Malaysia.

“Cranfield and ESMT are reputable post-graduate and post-experience business schools. The Cranfield Global Leadership Programme and ESMT Smart Business Leaders Programme are the most prestigious business leadership programmes of their kind and it is always fascinating for us to see such eclectic groups of leaders coming together in one place with a common objective,” says Thiagaraja.

“Who knows which future household names will make an appearance at this year’s challenges? I, for one, cannot wait to find out.”

Enriching the talent pool

With great ideas, vision and renewed vigour for new business ventures among top executives comes the question of succession — who will ultimately be the one to take up the baton?

“Succession planning is the key to ensuring that newfound long-term strategies by top executives and business owners are passed on to capable hands,” says Thiagaraja.

In today’s competitive job market, professionals with internationally- accredited qualifications are increasingly commonplace. At the end of the day, what sets a candidate apart comes down to the calibre of the certifying institution’s programme design.

As the only licensed provider of the highly prestigious Future CEO© Program in the country, K-Pintar offers a comprehensive solution for grooming their organisation’s high-potential talent. With everything from designing business models and managing a brand to handling office conflicts and optimising employee performance, the Australia-based Future CEO© Program has become the industry standard in readying the next generation of leaders to take the reins.

K-Pintar also works alongside the Executive Education Centre at Murdoch University, Australia to offer mid-level leaders internationally-recognised executive masters in leadership, strategy and innovation.

Investing in people for the long term

Thiagaraja is passionate about the importance of organisations recognising the value in training their own existing workforce in order to boost internal morale, reward employees and reduce costs on expensive hires from overseas.

“There are the employees who have been unquestionably loyal to their country and to their companies, but are bemoaned with high costs of living,” he says.

“What are we doing for them? How can we support them in their economic growth? Seventy-eight percent of our existing workforce falls under the scope of unskilled labour.”

Strategic-minded employers see the importance of investing in their employees, even when the results may not be as immediate as with other forms of business investments.

“Fifteen years ago, employers were not willing to spend money on getting their employees certified because they were worried that the employee would stay and take their new expertise with them or that the employee would stay and demand a higher salary,” Thiagaraja recalls.

“K-Pintar programmes would spend money training their employees with the technical skills they need for their job, but no more than that.

Over the years, we have helped many such employers to come around and realise the value of developing personnel for the long-term. Today, the proof lies in the people we’ve had the privilege to help develop, and the companies that thrive because of them.”

K-Pintar continues to develop world-class talent within Malaysia and abroad thanks to their extensive range of programmes designed to help the modern leader tackle contemporary business challenges. They have spent the last 15 years providing quality, internationally-recognised certification programmes, thanks to their affiliations with top industry bodies in the United States, the United Kingdom, Germany and Australia.

K-Pintar’s goal of “enhancing capability” takes a holistic approach in developing human capital and bringing out the best in each trainee. To learn more about K-Pintar, visit kpintaracademy.com

Registration is now open for the following:

5th Cranfield Global Leadership Programme
3rd European School of Management and Technology (ESMT) Smart Business Leaders Programme

For both the above, the full programme package costs include hotel stay and meals, and is fully HRDF claimable under the SWETAP Scheme.

Registration for both events can be arranged by emailing enquiry@kpintar.com or by calling 603-2284 4148

www.leaderonomics.com | Saturday 25 March 2017

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EQPUCING MALAYSIAN TALENT FOR GLOBAL CHALLENGES

Cranfield Management Development Centre

Class members of the 4th Cranfield Global Leadership Programme with their programme director, Dr Martin Clarke

K-Pintar CEO R A Thiagaraja with programme director Dr Jens Weinmann and Jörg Rocholl, programme executive director at ESMT.

By MATT NAYLOR
matt.naylor@leaderonomics.com

Today’s fast-evolving corporate landscape has as much to offer in terms of challenges as it does in opportunities for businesses across the globe. Chief executive officers (CEOs), human resource (HR) leaders and other captains of industries today often cite HR issues such as generational divides, leadership challenges and employee retention as recurring internal hurdles. Externally, an increasingly fickle consumer marketplace, greater industry competition and managing supply chains present their own set of problems. Rather than dwell on the negatives and fuss over the constant change of pace, the best leaders know how to prepotent potential issues, develop contingency plans and, ultimately, use the advantages of a globalised and digitised business environment to their advantage.

It takes a forward-looking personnel development strategy to meet the challenge, but with the help of industry experts and the right training approach, companies can stay ahead of the competition.

“Businesses seek to propel themselves into a digitised and automated environment, and ultimately, attain Industry 4.0 status, must embrace a mindset of constant upskilling and re-skilling to stay ahead,” Thiagaraja adds.
**10 HRDF FINANCIAL SCHEMES: FOR MALAYSIAN EMPLOYERS**

**TRAINING ASSISTANCE SCHEME FOR EMPLOYERS (SBL)**
HRDF provides grants for any training programme directly benefits the needs of employees that have negotiated with them. This encourages employers to retain their employees and upgrade their skills to meet specific business needs.

**SPECIAL TRAINING ASSISTANCE SCHEME (SL BALAS)**
HRDF provides grants for any training programme directly benefits the needs of employees that have negotiated with them. This encourages employers to retain their employees and upgrade their skills to meet specific business needs.

**PURCHASE OF TRAINING & IT EQUIPMENT**
Up to 100% funding for companies to train their employees and set up training rooms. HRDF also lets companies claim for the purchase of personal computers worth up to RM20,000 every three years.

**RECOGNITION PRIOR LEARNING**
Employees who complete a programme that recognizes their skill and experience are eligible for financial aid.

**INDUSTRIAL TRAINING**
Employers get 100% financial assistance (subject to terms and conditions) when they provide on-the-job training and remuneration to newly recruited employees.

**FUTURE WORKERS’ TRAINING**
Employers are able to purchase training software, develop specific computer-based training programmes, and assist their workers to gain job-specific skills.

**SME TRAINING PARTNERS**
HRDF works with trainers who provide functional and relevant training that is focused on the support needs of small and medium enterprises.

**SME TRAINING NEEDS ANALYSIS (TNA)**
HRDF offers consultation services – fully subsidised – to SMEs to meet their training needs and implement structured programmes at the enterprise level.

**SME ON THE JOB TRAINING**
HRDF provides financial assistance to employers to reduce the need to send a worker to training externally.

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**BUILDING TOMORROW’S LEADERS**

### HOW HRDF UPSKILLS, RESKILLS AND MULTI-SKILLS THE MALAYSIAN WORKFORCE TO ACHIEVE DEVELOPED ECONOMY STATUS BY 2020

**FUTURE WORKERS’ TRAINING**

**Building the Talent Pipeline**

From right: HRDF chief executive Datuk Dzulkifli Manjung; Human Resources Minister Datuk Seri Richard Riot Anak Jaem; deputy Human Resources Minister Datuk Seri Idris Ahmad; and HRDF’s Special Purpose Vehicle Director Mohamad Zuhaili Aziz. Aiding HRDF’s Human Capital Strategic Initiatives.

**HRDF CED Chief Datuk Manjung Yap:**

**MODERN ECONOMY**

HRDF provides a avenue for employers to train the local workforce with specific skills sets, without any fees.

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**4 AWESOME HRDF INITIATIVES YOU PROBABLY DIDN’T KNOW EXIST**

1. **Train and Reakeup Programme (TRP)**
   - This programme aims to upgrade the skills and competencies of existing employees to help reduce the nation’s dependency on foreign expertise in current and skilled areas.
   - The initiative will help employees reduce company cost in managing foreign workers.

2. **Revolution 4.0 (IR4)**
   - This initiative will further benefit SMEs in Malaysia.

3. **Graduate Employment Programme for Employability (GEP)**
   - This programme aims to provide employability training and assistance to the unemployed and other young people who have been unemployed for two years or more.

4. **HRDF’s Dynamic New Malaysia**
   - This initiative aims to enhance their employability and support them to gain job-specific skills.

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**FUTURE WORKERS’ TRAINING**

**Building the Talent Pipeline**

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MAKING A DIFFERENCE THROUGH COMPASSION

H ansome don't have empathy.

What may surprise you even more is that empathy is a structural brain response that can be shared across different species. One of my colleagues at Samford University Psychology Department, Yong Maa, showed that empathy can extend to other animal species, including primates. In one experiment, a photo was taken of a mother monkey with the face of a newborn baby. When baby monkeys saw this photo, their brains exhibited a pattern that typically indicates empathic concern. This suggests that empathy is a fundamental survival mechanism in the animal kingdom.

Empathy is the magic skill of being able to understand another person’s feelings and feeling and sometimes even share their empathic feelings with them. If we are able to feel this empathy, we probably feel their pain. In this case, we are said to be empathetic.

Some of our closest animal relatives, reptiles, display empathy. It seems that reptiles can sense the emotions of other animals and are capable of empathy. This is a remarkable finding given that reptiles are evolutionarily much older than mammals and do not have the same level of brain development as primates.

In humans, empathy is often observed in responses to the suffering of others. For example, empathy can be measured in reactions to stories about human suffering, such as watching a film or reading a book. Reacting to these stories, humans often exhibit the same emotional responses as the characters in the story, such as sadness or anger.

Empathy is a complex and multifaceted emotion that involves both cognitive and affective components. It is a fundamental aspect of ethical behavior and moral decision-making. Empathy is closely related to other moral and social emotions, such as moral emotions, such as guilt, shame, and forgiveness.

EMOTIONAL INTELLIGENCE

The term “emotional intelligence” was coined by Daniel Goleman in the 1990s. Goleman argued that emotional intelligence is a crucial component of effective leadership and successful life outcomes. Emotional intelligence is the ability to perceive, understand, and manage one’s own emotions, and to recognize and respond to the emotions of others.

Emotional intelligence is important in many areas of life, including work, relationships, and personal well-being. It is a key factor in success at work and in personal relationships, and it is strongly linked to overall happiness and life satisfaction.

Empathy is a critical component of emotional intelligence. It is the ability to understand and share the feelings of others, and it is essential for effective communication and social interaction.

Empathy is also important in leadership. Leaders who are empathetic are better able to understand the needs and perspectives of others, and they are better able to build effective teams and organizations. Empathy is also important in personal relationships. It helps people to understand and feel for others, and it is essential for maintaining healthy and fulfilling relationships.

Empathy is a complex emotion that is influenced by many factors, including genetics, environment, and individual differences. However, research suggests that empathy can be developed and strengthened through practice and learning.

So, how can we develop our empathy? One effective way is to practice empathy exercises, such as role-playing situations where you are required to understand and respond to the feelings of another person. Another way is to read and watch stories about others, and to discuss the emotions and perspectives of the characters in these stories.

Empathy is an important skill that is essential for success in many areas of life. It is a key factor in effective leadership, personal relationships, and overall well-being. Empathy is a skill that can be developed and strengthened through practice and learning.
GOING MOBILE

By LOUISA DEVADASON

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The digital era has long arrived, and is taking the world by storm. Why? Because it’s accessible and fast.

A study on E-Learning: fact or Fiction? retrieved from the SMC Business Council states that United Airlines has dramatically reduced its training time for e-tickets from 40 hours to just 18 hours simply by converting their classroom-style training into a digital learning format.

More significantly, top scores from classroom participants were still lower than the worst scores among those who had participated virtually.

This is how learning is evolving, and digital learning has opened up a world of opportunities to convey digitised learnings for personal and professional development among the masses. Hence, it’s imperative for organisations to stay au courant with the latest digital learning trends that create a more effective learning avenue for their people. Let’s take a look at some of the current digital learning trends:

1. GOING MOBILE

It is a given that today, almost all employees in an organisation have smartphones. This group of people are accustomed to getting information in instantaneous fashion, through the use of their devices.

The massive expansion of mobile learning is due to the fact that it’s accessible, convenient and it follows you wherever you go. An example of this would be a UK-based utilities company – Utility Warehouse – that required the usage of mobile learning; since it house 14,000 of their distributors needed to learn while they were on the move, meeting with clients and being on-site.

2. GIVE ME GAMES

Gamification is a definite emerging theme in digital learning. This means incorporating game-like functions such as challenges, points and badges, into learning. These elements are imbued in the content to increase traffic and motivation, ultimately pushing participants to complete the course.

Gamification makes content more attractive as well as interactive. While this trend can be costly, affordable illustrations can also be integrated to create a good balance.

3. LEARNING ANALYTICS

A lot of data on a learner’s progress gets accumulated as a result of learning activities that take place on the digital platform. Dated data can provide organisations valuable information on their learners and their developments based on the courses assigned to them.

Branching information from these analytics also enables employers to assess their employees and decide on specific training programmes for each one of them.

The data also helps employers uncover learning patterns that have an impact on their overall return on investment. Moreover, data is compiled in a structured and simplified way that allows a company’s human resources arm to save time and energy from compiling information manually.

4. PERSONALISED LEARNING

As opposed to a one-size-fits-all, digital learning lets you have personalised learning based on your competence, designation at work and level of authority.

Personalisation not only makes content more interactive and dynamic, it improves the learning outcome. Learners can also access their own data, leverage their strengths and continually develop themselves.

5. VIRTUAL AND AUGMENTED REALITY

Virtual and augmented reality are two technologies that are rapidly evolving. I mean, just look at the Pokemon Go craze! A number of organisations are actually leveraging on these technologies – particularly virtual reality – to create simulations based on real-life scenarios. These make a lasting impression on learners as they interact with the digital sphere. Real-life scenarios motivate learners to take on challenges and give their best, and they involve heavy interaction from both sides, as opposed to just being on the listening end.

IN A NUTSHELL

It’s definitely an exciting time to be a part of the digital learning world. And it is high time to take advantage of the tools that would allow digital learning to make a lasting impression on your organisation’s learning and development.

PREMA JAYABALAN is part of the Digital Learning team at Leaderonomics. She believes that posers should seize the day and make up practical and easy things people can learn to do to communicate and conduct themselves with an empathetic mindset at work.

PICK THE RIGHT PEOPLE

When hiring, look for empathy in your candidates. Test their people skills. Some modern companies hire candidates for a one week paid test period where they’ve given a project to complete with existing members of the company.

This gives the employers some insight into how the candidate they’re considering really work. It also opens more opportunities for feedback from existing employees – making the hiring process more collaborative.

These are simple ways leaders can be more proactive about creating an empathetic workplace. It is essential for a future-minded leader to take these ideas on board and embrace the people around them.

We are heading to a more equal and collaborative environment, and visionaries who get on board with that will see their companies become more innovative and resilient.
ARE MILLENNIALS TRULY THE ‘WORST’ GENERATION?

SLAPPING ON STEREOTYPES IS NOT ONLY POINTLESS. IT IS ALSO DISCOURAGING

By TAMARA JAYNE

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“We often hear statements like the above, and some of us may have even caught ourselves saying them. We make discriminatory statements about this ‘entitled’ generation sitting in cafes with their smartphones, flat whites, and skinny jeans. But not many people understand that…

EVERY GENERATION HAS THEIR OWN SET OF PROBLEMS

It’s a pattern. Each generation often retreats into the “back in my day” mentality in a way that often degrades current and future generations. As writer, comedian and host Adam Conover once said: “Generations are usually just old people talking smack on young people.” According to a Pew study on millennials in the workforce, this generation is expected to make up about 75% of the global workforce by 2025, holding the highest level of education. Amongst the Silent generation (ages 75-86), 80% of women and 42% of men had a bachelor’s degree. Millennial men and women are nearly four times more likely to attain a degree. However, employment rates have distinctively decreased amongst millennials. A consistent 78% of men in the Gen-X, Boomer and Silent generations were employed at ages 18-33.

In other words, millennials may have aced their diplomas, degrees and post graduate programmes but many are not able to secure jobs that would help them manage high costs of living (which includes expensive student loans). They also earn less than their older peers before the recession and have 60% lower wage growth.

The truth is that millennials have their own set of problems – issues that baby boomers and generations before that may have not encountered. Similarly, Gen-X (ages 35 to 54) and baby boomers (ages 53 to 72) may have faced issues that millennials may never be able to relate to. This is not a comparison to see who faces tougher issues. It is true that while each group of people have problems, we also have strengths we can use to build upon each other.

THE DIFFERENT ‘GENERATIONS’ ARE JUST PEOPLE

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THE DIFFERENT ‘GENERATIONS’ ARE JUST PEOPLE

“The fact is that generations in general don’t exist. We’ve made them up.” said Adam Conover at a marketing conference. We have divided this large group of people who are alive at the same time into sections that degrade and condescend each other with statements like: “They are narcissistic.” “They are lazy.” “It’s all about this selfie generation.” “Back in my day, we had to work harder than the younger ones today.”

And we have seen this happen across time as each new generation comes up. Ernest Fladell said on cover of Life magazine back in 1968: “Even as I said it, I knew the phrase ‘to make a living’ could have absolutely no meaning to these children of the affluent society.” He said this in reference to the baby boomers who, at that time, were the upcoming generation.

Back in 1976, the New York Times published an article to show that youths were too lazy to care about politics. The article was accompanied by a photo of a young person who appeared to be napping instead of listening to a speech by the Democratic House republican. “The New Generation has become the Me Generation,” the Times said.

The truth is that the degree to how much we believe in someone is parallel to who we believe they are able to become.

Newweek’s front cover back in 1985 titled “The Video Generation” displaying a narcissistic generation’s need to video tape every moment of their life with their “new” technology…video tape recorders.

In 1990, Time pondered aloud on its front cover: “Twentysomethings – Laid back, late blooming or just lost?”

The article spoke of how youngsters of the time had trouble making decisions, being committed and were haters of the yuppies, hippies and druggies.

MILLENNIALS: MYTH OR FACT

Myth: They are lazy.

Fact: Millennials are the most entrepreneurial generation, starting almost two times the businesses that their parents’ generation did. (2016 BNPP Paris Global Entrepreneur Report) Workplace experts say workaholics are common among 19-35 year-olds.

Myth: They have it easier than them.

Fact: The real median income for ages 18-34 has decreased 14% in 13 years. With increasing debt in student loans and decreases in wages, it’s no surprise that they have their own share of battles to face.

Myth: They are narcissistic.

Fact: Every generation has the “me, me, me” syndrome. Studies show that young people may be narcissistic, but they get over it as they get older.

The truth is that the degree to which we believe in someone is parallel to who we believe they will become. As Abraham Lincoln put it: “The best way to predict your future is to create it.” And so, the best way for us to predict the abilities of every new generation, is to believe in them.

And we can start doing this by removing the labels we apply and the condescending statements we make about each group of people. Whether you have lived in times of war, struggled through a recession, or have every qualification under the sun yet struggle to stabilise your career rollercoaster, the belief we have in each other will drive us towards a better future.

FOOD FOR THOUGHT

The unspoken expectation is that every generation should do better than the last (or at least we hope so). However, the cycle continues when each group of people are demeaned by the ones who came before them. If we accept that each new generation comes with different sets of issues and strengths, perhaps then we’d be less prone to make the stereotypes of which generation had it easier.

Perhaps, removing the focus on the generational war and building upon the wisdom of the baby boomers with the experience of the Gen-Xers, we can anticipate a brighter future for the ones to come.

Do you have problems attracting and retaining Gen Y talent? We love seeing Malaysian companies tell great stories to attract the best talents and grow. Let Leaderonomics help you tell the right stories that connect to your targeted generation. Contact us now at info@leaderonomics.com and we will guide you with more details.

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At Leaderonomics, we believe that in building our youth, we are essentially building the future. Through our yearly DIODE camps, we hope to inspire, build confidence, and help youth realise their potential to make a better future for tomorrow. To find out more on our DIODE camps, visit leaderonomics.com or contact our assistant editor, n@leaderonomics.com.

Leaderonomics is not writing, you might find her hiking up a mountain in search of a new waterfall to explore.
GROW AND SCALE YOUR SME TO GREATNESS
SME CEO CONFERENCE 2017

26 APRIL 2017
9AM – 6PM
VENUE: The Summit 1 Ballroom, Level M1, Connexion Conference & Event Centre, The Vertical, Bangsar South.
TICKET PRICE: RM500 per person

A special conference for Chief Executive Officers, Managing Directors and Company Directors of Small and Medium-sized Enterprises (SMEs)

It has been widely acknowledged that 2017 will be a challenging year for the global economy. With SMEs accounting for 97% of business establishments and 65% of employment in Malaysia, there is no doubt we need to direct more attention and support towards this sector. Despite – and because of – 2017’s tough market outlook, this is a critical time for SMEs to reflect, regroup and prepare to seize the next wave of opportunity.

This exclusive conference aims to help CEOs navigate beyond their pain points – slow growth, lack of scalability and declining margins – and equip them to find solutions for their growth and scaling issues.

The conference will include insights from prominent global leaders who have succeeded in growing their organisations such as Dato’ Chang Khim Wah, who built EcoWorld into a RM6 bil revenue organisation in just a few years, and thought leaders like Leaderonomics’ Roshan Thiran who will demonstrate the application of his Four Constraints model for SMEs.

Vishen Lakhiani, who developed MindValley into one of the biggest online publishers in the world, will share insights on how he overcame significant constraints to succeed and grow. He will be joined by entrepreneurial pioneers like Indiana University-Purdue University Indianapolis technology expert Prof Dr Ali Jafari, Anecdote International’s Mark Schenk, who equips leaders to harness the power of storytelling for growing their businesses, and JobStreet founding leader Suresh Thiru.

Don’t miss this opportunity to hear some of Malaysia’s most successful homegrown entrepreneurs share insights on how to leverage technology, stay competitive in the business today, and learn new ways to overcome the factors constraining your company’s ability to move from good to great.

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