HAPPY CHINESE NEW YEAR
FROM ALL OF US AT LEADERONOMICS
LESIONS FROM ‘CRAZY JACK’
AN EXTRAORDINARY LEADER IN STYLE AND BELIEFS

By YIZHEN LU
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ACK Ma, founder and executive chairman of Alibaba Group, has been lauded for his successful e-commerce enterprise that overtook Walmart as the largest retailer in gross volume (Gross volume refers to the total value of all products sold via online platforms, calculated by commission).

Beyond the economic success, Ma is an exemplary figure that embodies the persona of a responsive and responsible leader. On top of creating a differentiating business model and entrepreneurial experiences, Ma is known for an extraordinary personality in both his leadership style and his beliefs.

Since he learnt about the internet in 1995, he aspired to connect Chinese businesses with the rest of the world. After establishing Alibaba in 1999, Ma’s e-commerce business (Taobao.com) performed so well that eBay withdrew from China market in 2006.

WHAT ARE SOME OF THE TAKEAWAYS FROM MA?

1. He leads his business with an enlightened mind.

“Today, making money is very simple. But making sustainable money while being responsible to the society and improving the world is very difficult.”

In a phone interview in 2013, Ma said he seeks to address environmental issues like water, air, and food safety in China. He also hopes to make positive changes in information-driven industries like finance, education and healthcare to strengthen the Chinese society.

His passion to help people and the society is reflected in Alibaba’s policies: they offer stock options to employees and are concerned about improving the lives of employees who grow with the company.

2. He believes in the empowerment of future generations.

Since the conception of his business, Ma has helped the younger generation. Before the booming growth of Alibaba, he was distributing equity to the high school students who worked for him. This inclusive growth mindset followed him as Alibaba grew into an e-commerce giant.

He constantly thought about what he can do for the future generation, as he enriched the culture and education of the young ones. “I do not want people to have deep pockets but shallow minds,” he said in a phone interview in 2013. In his interview with then United States President Barack Obama in 2015, Ma revealed that Alibaba has reserved 0.3% of the company’s total revenue for the younger generations to spend on addressing environmental issues. This plan has been running for almost seven years since 2010.

3. He keeps an eye on circumventing unethical business practices.

“I would say in the past 70 years we are the leader of anti-piracy (counterfeit goods),” he commented. “Last year alone, we have put 400 people in jail, we deleted 370 million product listings.”

To prevent further occurrences, Ma explained that they could trace the origins of the fake products from their database, and deliver the information to the police for crackdowns. He recognises that fighting counterfeit products is a war against greed. It is not an easy fight that we should not stop.

Furthermore, Alibaba leverages on big data – and recently artificial intelligence – to differentiate credible business owners from less credible ones through a credit rating system tied to each individual seller. The system he calls “Sesame Rating System” can process fast and secure loans.

IN CONCLUSION

Besides his affable personality and tenacious attitude towards his life journey, Ma is probably one of the most enlightened entrepreneurs to date for thinking beyond the tangible gains of his business imperatives. His embodiment of the responsive and responsible leadership is indeed inspiring.
These past few weeks, with the Chinese New Year celebrations coming in full swing, many friends wished me “luck” many times. Everyone was hoping for a great year with lots of “luck”.

Most believe that luck happens by chance. We believe luck is something that we cannot plan for or obtain by design. Luck is fated, written in the stars. Or is it?

I remember a conversation I had with Datuk Seri Idris Jala (former minister in The Prime Minister’s Department) some years ago, and he explained the secret to his success as a leader.

He had six key points to success in leadership, and his final point was about having good luck. He did not term it “luck” but called it “divine intervention”.

He believed that we can only control about 40% of the things we work on. The remaining 60% are things beyond our control, where we have little influence.

However, Idriš believed that if you are a good human being, operating with ethics and spending time in solitude and reflection, you could “influence” the divine to be on your side and bring yourself good “luck”.

As I pondered on the conversation with Idriš, a number of questions were triggered.

Among them: Why do some people always have all the luck, whilst others are plagued with bad fortune?

If luck was an entirely random event, surely, it would even out, and at some point, someone’s lucky run would run out. Yet it doesn’t seem to even out.

Could luck be more than a random occurrence and something that can be influenced?

**WAS I LUCKY?**

I have always felt I was extremely lucky to get a job at General Electric earlier this year.

My internship with them was a lucky break as my resume happened to be on the desk of the newly hired chief recruiter on his first day at work. He needed to fill an intern slot and called me.

I noticed many candidates coming out of these interview rooms in tears and some openly crying, especially those exiting the chief interviewer’s room. I walked into his room expecting the worst.

But to my surprise, his first question to me was, “so you play soccer for your university?” I noticed a smile as he asked that question. I nodded and quickly continued the football conversation.

I then told him about how I had spent part of the summer going to watch live World Cup games (it was 1994 and the World Cup was held in the United States) that year, and he shared his experiences watching football games too. An open conversation, and I walked out smiling after a pleasant conversation on the state of football in the US.

I was one of only three interns who got the offer. I always thought that I was lucky to have caught my interviewer’s excitement for his newly adopted passion.

The company, in recent conversations with a number of “luck” experts, they claimed that I might not have been merely lucky. Was it luck?

Would you agree that some people just have “all the luck” in the world? Check out this New York Times article.

**TYPES OF LUCK**

As a young boy, I frequently read biographies of famous people. I became a great fan of Benjamin Franklin and US President Thomas Jefferson.

Jefferson is an example of a great believer in luck, and I find the harder I work, the more I have of it. “Franklin similarly shared Jefferson’s belief in luck — that it had everything to do with effort. Yet, many people work hard and still remain luckless all their lives. Surely, there has to be more than mere effort that determines luck.”

Researchers Anthony K. Tjan, Richard Harrington and Tujan Yang postulate that there are two types of luck — luck that you cannot affect (like your parents and your blood type, etc.) and luck that you can influence (like your business success or your career progress).

In fact, they believe that a majority of “business luck” can be influenced and it is really about understanding how. Their conclusion: “luck is about attitude as much as it is about probability.”

They found that people who describe themselves as lucky tend to be luckier because of their attitude. They concluded that the right attitude comprised three traits — humility, intelligence, and curiosity, and constant optimism.

Dale Carnegie said: “Happiness doesn’t depend on any external ‘factors;’ it is governed by your mental attitude.”

Carnegie is right. As Idriš accurately pointed out, if we learn to control the things that we can, including our reaction to the world around us, we may swing the luck pendulum. Our response to a disastrous occurrence is often more important than the incident itself.

Authors John D. Krumboltz and Al S. Levin claim that there’s no such thing as luck. They describe luck as “happenstance”.

They believe that “happenstance” isn’t something that randomly affects us but rather something we create out of the chance circumstances and encounters that run through our lives. A chanced occurrence, an unplanned meeting, or missed appointments may sometimes lead our lives into unexpected directions that might alter it and our careers.

These “happenstances” may happen frequently to everyone. The key difference between lucky people and the “unlucky” ones is the ability to recognise these opportunities and leverage them.

The CASE OF BETTE NESMITH GRAHAM

Bette Nesmith Graham was a poor woman in Dallas, supporting her small child as a single mom. She got a job as a secretary and learnt shorthand and typing to ensure she kept her job. Yet, she constantly made typing errors.

She was an artist and she recalled how artists would paint over their mistakes on canvas. So, she decided to put some tempera water-based paint in a bottle and took her watercolour brush to the office, using it to correct her typing mistakes.

Before long, her invention, which she named “liquid paper”, became a worldwide hit and she built it into a multimillion dollar corporation.

Was she lucky? Or was this the ability to recognise opportunities even in mistakes?

There were thousands of secretaries who probably went through typing errors, but none who recognised the opportunity as a solution to their nightmare.

No one can control every outcome but like Graham, leveraging our lucky breaks and taking action can increase the probability of our success.

**RETURN ON LUCK (ROL)**

Jim Collins and Morten Hansen featured a study belonging to the most extreme business successes of modern times. They investigated the role of “luck” in these success stories.

Their conclusion: They found that both successful businesses and ineffective businesses had luck, both good and bad, in comparable amounts. Therefore, luck doesn’t cause extreme success.

Apart from that, they found something more interesting in their study. The successful businesses were not lucky. Rather, they had a high return on luck (ROL).

Luck has nothing to do with success. The key to success is what people do when they are hit with a lucky circumstance or situation. They take that luck and create a huge return on it. That is the key difference.

Good and bad luck happens to everyone. The constantly “lucky” people recognise this luck, seize it, and then make the most of it.

So, what is your ROL?

If you are a good human being, operating with ethics and spending time in solitude and reflection, you could ‘influence’ the divine to be on your side and bring yourself good ‘luck’.

**FINAL THOUGHTS**

There is a popular saying “you make your own luck”.

When we see luck as something that is beyond our reach or something that we can’t create, we become victims and complain about others and the world.

Defining luck as something we may influence (regardless how limited our influence may be) is a powerful way to move from being a hostage to being a leader.

Kyle Chandler concludes that: “Opportunity does not knock, it presents itself when you beat down the door.”

Webster’s Dictionary defines luck as “a force that brings good fortune or adversity; a force that operates for or against an individual.”

So, if luck is a force, you should be able to tap into it... at any time! May the Force be with you!

Want to know how to increase your luck? Check out our Top 10 Ways To Increase Your “luck” on page 7.

**LUCK IS NOT LUCK**

You can influence your return on luck

By ROSHAN THIRAN

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Watch Roshan Thiran’s 2011 interview with Datuk Seri Idris Jala here.

Check out:** Return on Luck**

Check out:** Top 10 Ways To Increase Your Luck**

Check out:** The CASE OF BETTE NESMITH GRAHAM**

Check out:** Final Thoughts**

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LISTEN WITH ‘TING’ DO YOU ALSO LISTEN WITH YOUR MIND AND HEART?

By AYA DIAMOND
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We are in a conversation with another person, what are most of us generally doing while they are talking? If we were honest, we would have to admit that we’re usually thinking of how we will respond. There are very few of us who are fully engaged and deeply listening to the other person’s message.

The people we lead want to know that we care about them as individuals. They want to know that they matter. They want to know that we are listening to them.

So, are you really, really listening? Did you listen actively when someone is talking? Watch this Be A Leader video here and see how the late Steve Jobs was inspired to create the iPad as he actively listened to Bill Gates sharing his thoughts about the future of computing when they were interviewed together in 2007.

That means listening intently. That means being fully present with what they are saying. That means getting behind their eyes and trying to see the world from their perspective.

Dr Ellen Langer specialises in the theory of mindfulness, having done in-depth studies on topics like the illusion of control, perceived control, successful aging and decision-making. According to Langer, mindfulness is the very simple process of noticing new things, no matter how small or silly.

Ava Diamond is an international business and motivational speaker who brings current and relevant insights to increase individual and organisational performance through her practical information and high-energy delivery. To share your thoughts about the art of listening, or share your insights regarding the intimacy of other meaningful Chinese characters, let us know at editor@leaderonomics.com.

THE LISTENING SPIRIT

The Chinese character for “listen, ting,” captures this spirit of listening.

TING

The upper left part of the symbol stands for ear. We use our ear to hear the words the speaker is saying. The lower left hand part of the symbol is for “king” or “dominant one”, indicating that hearing the words through our ear is the most important part of the listening process.

In the upper right hand part of the symbol, we see mind. Our minds help us understand the words the speaker is saying and the message they contain. Below that is eye. Our eyes allow us to see any non-verbal messages the speaker might be sending.

In the bottom right hand side is heart, and above that, the almost horizontal line translates to “one” or “to become of one”. This tells us that if we listen in this way, with our ears, minds, eyes, and heart, we can become of one heart.

THE PEOPLE WE LEAD

The people we lead want to know that we care about them as individuals. They want to know that they matter. They want to know that we are listening to them.

DEEPLY LISTENING

I don’t know about you, but this is not the way I was brought up to listen. I’m from New York. Where I grew up, people listen and talk at the same time.

If we began a sentence, and I was interrupted all at the same time. I did not learn to listen with ting until much later in my life.

Listening with ting enables us to have a much higher quality of conversation and communication. We are engaged in what the other person is telling us. We are deeply listening for their meaning. We bring our hearts, minds, ears, and eyes into the exchange. And we get a much better result.

To engage Leaderonomics for Communication Excellence programme to help your people develop high impact communication skills to effectively bring their messages across, to persuade and influence others, email us at info@leaderonomics.com.
COHESION: THE UNCOMFORTABLE TRUTH

AUTHENTIC UNITY COMES WITH A MEASURE OF DIVISIVENESS

By JOSEPH TAN
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A S we celebrate or observe Chinese New Year as Malay- sians, we are reminded of our national pride stemming from a multi-cultural society. Slogans and depictions of different races living in harmony with each other represent a utopia of integration and cohesion.

While these are all worthwhile images of how things could be, there is a lack of understanding of how to get there. Unity is a look, like bodybuilding – we all aspire to have that “body”, but are unwilling to go through the process, effort and sacrifice of “building”.

Cohesion is the structure of what you see; however, there is a more fundamen- tal precursor, which forms the founda- tion.

THE COURAGE TO FACE THE TRUTH

“Superficiality is the curse of our age.” – Richard Foster

There can be no unity without first taking a real hard look at our current situation of disunity. The courage to face the truth can be summed up in one word: honesty.

With so many policies being in place by government leaders around the world to rein in elements of disunity, there is the tendency to neglect the foundational truth about integrity – honesty is the best policy.

In this age of open communication, the constituents of any nation cannot be easily fooled by superficial policies or slogans. There is a fundamental need to first come clean on the elements of disunity, then we can begin the task of rebuilding.

The obstacle of “coming clean” often lies not with the mindset of the followers – it usually resides in the thinking of the leaders. There is a blind spot in their thinking that all is well, when those on the ground are feeling otherwise.

It is no wonder then that companies are now turning up their efforts to survey employees for the state of engagement and connectedness. In Gallup’s worldwide study of the state of engagement in 2013, it was revealed that only 31% of employees worldwide are engaged.

The state of cohesion (or the lack thereof) is a serious issue, which requires the first step of honest reflection. When leaders humbly reflect on the real state of the union, then there is hope.

The false sense of security – believing that all is well when it actually not is – is produced when the leaders surround themselves with advisors who are more concerned with guarding their personal agenda rather than addressing the real needs of the followers.

Figuratively speaking, leaders who are disconnected from their followers seek advisors who tinkle their ears with affirming feedback, rather than truthful messages.

WHAT TO DO

If you are committed to face the truth, here are two important steps:

1. Seek feedback from your followers – especially the influential ones. Look beyond personality differences and be open to receive honest comments (the truth often hurts, but if dealt with objectively, it will have a healing effect).
2. Sincerely apologise – people are inspired by authenticity. Although charisma gets your message across, it is sincerity that moves people towards cohesion. In other words, humility is key.

THE COURAGE TO FORGE THE TRUTH

“Fame is a vapour, popularity an accident, and riches take wings. Only one thing endures and that is charac- ter.” – Horace Greeley

Nothing dispenses cohesion as quickly as a hypocritical leader. Most organisa- tions spend a tremendous effort in crafting their vision and mission, hoping that inspirational copywriting will encourage passionate responses from their employees.

Yet, this is not balanced with an emphasis on ensuring that leaders are held accountable with regard to demonstrating the mission. How can leaders expect the cohesiveness of people pulling in the same direction if they themselves do not walk the talk?

In my engagements with clients, the most common request I get is to provide teambuilding solutions. A factory manager once requested that I produce a two-day teambuilding programme to “fix” the morale and cohesiveness of the production team and yet, when I inquired about the participation from the teams’ supervisors, the response was that the supervisors are too busy to attend.

The manager wanted me as an external consultant to fix the problem on behalf of the supervisors.

In other words, “please baby-sit my people and turn them around in my absence”.

Leadership is more caught than taught. Managers should not expect integration and cohesion from their team members if they don’t bother to show up regularly.

In fact, research from Gallup indicates that as far as engagement is concerned, a negative manager performs better than an absent manager.

Leadership is more caught than taught. Managers should not expect integration and cohesion from their team members if they don’t bother to show up regularly.

WHAT TO DO

If you are committed to forging the truth, here are two bold steps to take:

1. Stand up for your team – it is common practice that we stand up for our clients and advocate their needs. Why not we demonstrate the same commitment to protect and advance the needs of our employees as well?
2. Speak up against corruption – not just on issues of bribery or monetary malpractices, but also on matters of injustice and deviations from agreed standards. Cohesion is determined not by soliciting popularity, but through standing by right principles.

THE DIVISIVENESS OF UNITY

The uncomfortable truth is this: in order to build unity, there must be a clear division between right and wrong. Unless leaders provide clarity about the current situation (facing the truth, acknowledging the deviations from agreed standards) and are committed to lead by example (forging the truth, demonstrating right behaviour and attitudes), then only can be the appearance of integration and cohesion, because any perceived unity is built on shaky grounds.

John C. Maxwell is right – everything rises and falls on leadership.
LEADERSHIP LESSON:
There will be times when you have a contrary opinion, when you see impending disaster, when you simply need to understand the rationale behind a decision. In these situations, don’t be timid. Speak up, ask questions, share your perspective and concerns. And then be quiet. Listen to others’ responses, consider their perspective, and then make an informed decision as to whether you need to keep on ‘barking’.

2. BE PART OF THE PACK
Dogs enjoy company, both human and canine. If they don’t get the opportunity to socialize, they can become stressed, and take it out on your furniture, etc.

Boredom can be avoided by ensuring they get regular exercise (the daily walk), playtime (we would take our dogs to agility classes) and the opportunity to be part of the family.

LEADERSHIP LESSON:
Your team needs you, and they need each other, especially if your team is geographically dispersed and works virtually.

Ensure there are regular opportunities to collaborate and socialize. To have fun. Check in regularly, especially if you travel. Note that this is a check-in, not a check-up. Ask about their day, what questions they can answer, problems you can help resolve. Share the successes and progress of the team, the water-cooler conversations that might otherwise be missed. Build the connections and the sense of team.

3. LET THEM HAVE THEIR TOYS
Many dog manuals will advise that you take away your dog’s food or toys on a regular basis. Show them who is the “alpha dog” so that your dog will respect you.

Sounds good in theory. However, you may just end up being perceived as a bully (what’s the reverse term for anthropomorphism?)

In my experience, if you create the right boundaries and environment, your dog becomes an active member of the family, one who will readily share their food because they want to, not because you make them (and, no, I haven’t eaten dog food).

LEADERSHIP LESSON:
The best leaders don’t need to prove that they are “top dog”. The best leaders ensure that everyone can play to their strengths, do the work they can thrive at. The best leaders ensure that everyone can play to their strengths, do the work they can thrive at. They know is that you are mad at them.

In fact, it’s quite the reverse. Instead of trying to communicate directly with your team, they are communicating with you. As Sam and Deefa’s pack owner, it was my responsibility to clean up after them.

5. PICK UP THE POOP LYING AROUND
Dogs poop. Well they do. As much as there are signsposts around my neighbourhood saying “clean up after your dog”, it would seem that not only can dogs not read, some of the owners can’t either!

As Sam and Deefa’s pack owner, it was my responsibility to clean up after them.

LEADERSHIP LESSON:
If your team members mess up, then it is up to you to clean it up. Don’t point fingers, don’t ascribe blame. Help clean up the mess and don’t simply leave it lying around for someone else to step in.

6. SPEAK TO THEM, NOT SHOUT AT THEM
Dogs tend to have pretty good hearing. Though it sometimes feels like it is going to deaf, they can also be selectively hearing you! Both Sam and Deefa would occasionally “go deaf” while out on a walk, especially when a particularly interesting smell caught their attention.

However, on the whole, they were always paying attention and would come running when called or if we turned around to walk the other way.

So, why is it that so many dog owners feel the need to scream and shout at their dogs? Your dog doesn’t actually speak English. When you shout, all they know is that you are mad at them. Think “Charlie Brown’s Teacher”: they hear the canine equivalent of “wah, wah, wah [insert dog’s name] wah, wah”. They may understand that you want them to do something, but screaming and shouting is only likely to make them choose to run off and avoid you.

LEADERSHIP LESSON:
Beware crying wolf: if you are consistently berating your team, or providing negative feedback, don’t be surprised if your team members stop paying attention.

If your team are not delivering the results expected then shouting louder doesn’t make it easier for anyone to understand what needs to happen differently.

7. LEAD THE WAY, WITH ENTHUSIASM
One thing I could guarantee after a long day at work was that Deefa and Sam wouldn’t be the first to greet me when I got home.

That’s not to say the family didn’t want to, but it’s doggy nature to push their way to the front of the crowd, to be waiting at the door with tails wagging and tongues hanging out to greet the returning family member.

LEADERSHIP LESSON:
The leadership experience matters. Your team members are observing you and your leadership style. Make sure you are at the [metaphorical] door to greet them, that they feel welcomed and a valued member of your team. That you are leading with enthusiasm.

QUESTION TO PONDER
What leadership lessons have you learnt from your animal family members?

For more hilarious fun leadership lessons from the animal kingdom, check out our Thursday Terrific Tails, exclusively on Leaderonomics.com. bit.ly/ThuTails

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TOP 10
WAYS TO INCREASE YOUR RETURN ON LUCK (ROL)

WHAT IS YOUR ROL?
Most believe that luck happens by chance. Luck is fated, written in the stars. Or is it?
Could luck be more than a random occurrence and something that can be influenced?
Luck has nothing to do with success.
The key to success is what people do when they are hit with a “lucky” circumstance or situation.
They take that luck and create a huge return on it.

HERE ARE OUR TOP 10 WAYS TO INCREASE YOUR LUCK

1. BE A BELIEVER
“Lucky” people expect the best, and are confident that their future is going to be great. These expectations become self-fulfilling prophecies. A negative person generally is a scarce thinker, believing that all the best opportunities in the world have been taken.

2. BE ACTION-BIASED
Inaction is the surest path to failure. If you keep trying, you will ultimately succeed and luck will be on your side. Don’t procrastinate. Don’t be afraid to fail.

3. MAKE THE MOST OUT OF UNPLANNED EVENTS
The unexpected will constantly bombard us. Learn to love spontaneity and enjoy it. New opportunities may unfold when we least expect it.

4. BE AWARE
Always ask questions and explore your surroundings. Lucky people are aware of what is happening around them and are continuously searching for opportunities.

5. DON’T BE AFRAID TO SAY ‘YES’
Say “yes” more times than you do “no”.

6. NEVER EAT ALONE
Building and maintaining a strong social network with other people is critical to success. People provide support in times of trouble, act as resources when you need information, and they can bring you “luck” by their valuable connections to social networks.

7. OVERCOME SELF-SABOTAGE
Don’t beat yourself up with negativity and destructive self-talk. Stop using words like “I can’t” before even trying.

8. BE CURIOUS, DON’T BE AFRAID TO ASK
Take risks and ask, it opens up new opportunities. Travel, try new things and don’t stay in your comfort zone.

9. HELP OTHERS AND ASK FOR HELP
The more you give, the more blessings you will receive. Don’t be afraid to ask for help too. Lucky people ask for help and they reciprocate when others need help.

10. PRAY OFTEN AND DO GOOD ALWAYS
Many people turn to a greater power to help them increase their luck. Say a prayer before you start your day for strength. Do good always.
REFLEKSI KENDIRI

4 PENGAJARAN HIDUP DARIPADA MULAN

Oleh SARAH TAN
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MULAN merupakan salah satu watak kegemaran Disney untuk Sarah. Untuk berkenan dengan beliau, sila hubungi editor@leaderonomics.com

MULAN adalah seorang rakyat yang begitu kuat. Ia menunjukkan bahwa kerja keras dan keberanian adalah kunci sukses.

JANGAN BENARKAN HAD BATAS MENJADI PENGHALANG
Mulan: Tiada sesiapa yang pedulinya saya.
Mushu: Huh? Maaf, awak bercakap sesuatu?
Mulan: Mushu!
Fa Zhou: Saya bersedia berkhidmat kepada maharaja.
Mulan: Ayah! Ayah tidak boleh ping!
Fa Zhou: Mulan!
Mulan: (Kepada askar yang hadir) Tolong tuan. Ayah saya sudah berjuang untuk…
Chi Fu: (kepada Fa Zhou) Awak patut mengajar anak perempuan awak bermimpi diri di hadapan kaum lelaki.

BERTABAH MENGHADAPI KEPERITAN HIDUP; JANGAN MENYERAH

Shang: Ing (dari itik) itu cara yang mewakili saya. Ini (dari itik) itu cara yang mewakili saya.
Mulan: (kepada Fa Zhou) Awak kena sasaran. Kenapa awak tak kena sasaran. Dia cuma tiga kaki dari awak!

BERSIKAP KREATIF DAN AMAL-KAN CARA BERFIKIR DI LUAR KOTAK

Mulan menggunakan raket terakhirnya, mengacu kepada cara arah gunung di belakang Shang Yuh.
Mulan: Awak sudah berjuang untuk…

KEPIMPINAN DENGAN🔍

Walaupun beliau hidup dalam zaman yang memerlukan keterampilan khusus, Mulan tetap mampu membawa pengaruh dan memandu orang lain. Janganlah kita menghadapi masalah dengan cara yang sama seperti orang yang lain.

LEAD SOMETHING DIFFERENT

Mulan: Tiada sesiapa yang pedulinya saya.
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Chi Fu: (kepada Fa Zhou) Awak patut mengajar anak perempuan awak bermimpi diri di hadapan kaum lelaki.

Walaupun beliau hidup dalam zaman yang melekatkan dua cakera di tangan yingga. (Shang menganggunkan dua cakera pada tangan yingga. Yingga: Ini (dari itik) itu cara yang mewakili saya. Ini (dari itik) itu cara yang mewakili saya. Anda menolak kedua-dua ini untuk mencapai anak panah itu.


To read the original English version of this article, head on to Leaderonomics.com at bit.ly/STMulan

Janganlah kita benarkan had batas menentukan apa yang kita boleh atau tidak boleh buat.

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