WHAT’S HOLDING YOU BACK?

4 GET OVER YOUR LIMITING BELIEFS

6 SIX LEADERSHIP LESSONS FROM AN ORPHANAGE

8 THE CAMP THAT TRANSFORMED MY STUDENTS

Available in print every fortnight. We have two bonus pages in our digital copy this week! Download it at: bit.ly/drEmag

If you would like your organisation to be featured in this pullout, contact us at editor@leaderonomics.com
Breaking Free from Self-Limiting Beliefs

What is coaching?

Curiosity – The Precursor to Innovation

Curiosity fuels innovation. Curiosity arises when there is a gap between what someone knows and what they want to know. That is, individuals are intrinsically motivated to seek out information. It is a mindset that can be activated. Curiosity is the fuel for inquiry, learning and discovery – that’s why it’s critical for organisational growth and innovation.

When leaders are curious they look at how customers need will change over the coming few years. They think about the biggest problems or pressures that their organisation is likely to face over the next few years. They see how all the current disruptions will feed into one another.

Understanding the customer’s experience

In today’s business world, leaders need to spend less time in the office and more time walking in the shoes of their customers. They need to find clues and collect artefacts that build a whole picture of their customers’ experiences. It is important to spend time discovering customers’ hopes, fears and values, and viewing the world through their eyes.

And, noticing what delights them and observing their irritations, frustra- tions and pain points as they interact with the world around them. Leaders who curiously observe what people say, what they do, and seek to understand deeply what matters to them find the most valuable problems to solve.

Enabling curiosity in the workplace

When leaders create an environ- ment of curiosity, they inspire their employees to ask questions, to learn, and to seek problems and solutions for themselves.

When employees are curious, they are open to discovering new things, and this leads to better insights and platforms for problem finding, and ultimately innovation.

As the need for innovation intensifies, there is an opportunity to leverage curiosity as a competitive advantage. That means creating a culture for curiosity to thrive within organisations now, as well as in the future.

Innovation happens only in the right environment, one where everyone is allowed to innov- ate, speak up and bring new ideas to the table. This sounds like common sense, but it is far from common practice. Check out these tips on how leaders can start to innovate culture within their company DNA.

bit.ly/PJinnovationculture

By EVETTE CORDY
editor@leaderonomics.com

A 2017 article, “Are You Solving the Right Problems?” published in the Harvard Business Review revealed that 85% of C-suite executives across 17 countries, strongly agreed or agreed that their organisations were bad at diagnosing problems. Furthermore, 87% strongly agreed or agreed that this flaw carried significant costs.

In Australia, the share price of retail group Myer continues in a downward trend. Under pressure from the much-anticipated arrival of Amazon, Myer has launched a new online marketplace of local and international brands, Myer Market. Myer has a business problem however; the new marketplace does not appear to address existing customer problems, evident in its online customer reviews.

When most of us try to help someone, we often get carried away focusing on the things that need to be fixed, like a person’s weaknesses. In the process, we invoke the Negative Emotional Attractor (NEA) and the body’s stress reaction. Do we then coach with compassion or out of compliance? Check out this thought-provoking article on Leaderonomics.com: bit.ly/RBcoaching

Michael Heah is an ICF master certified Coach and Corporate Faculty Trainer with Corporate Coach Academy and a faculty trainer with Leaderonomics. To engage Heah for your organisational coaching or support needs, email us at info@leaderonomics.com

Many coaching schools take different perspectives in their coaching. Some regard it as a conversation, an enabler, a relationship and a communication tool. We regard coaching as a larger-than-life matter, therefore it has a more encompassing definition that is able to bring out the full essence of coaching. In this regard, coaching is defined as a deep learning partnership with systematic steps to empower a person to attain courage, capabilities and commitment to achieve fulfilling goals.

To understand it well, let us explore the meaning of the three highlighted keywords in the definition:

● Deep learning partnership

It is a very strong and meaningful relationship that engages the heart of the person where his or her emotions reside. For transformation to take place, getting to know the person’s ‘internal engine’ is, will be the most effective place for the coach to work on.

● Courage, capabilities and commitment (in this order)

The person needs to pick up the courage to act, followed by efforts in trying out, which help them to acquire the capabilities before they fully commit to doing more after they see the results from their actions.

● Fulfilling goals

It is helping a person find the compelling purpose of achieving the goal that they truly want rather than doing it for others.

What is the outcome of coaching?

The key outcome of coaching is their ability to accelerate to achieve their goals. This can be done because it works on both the inner self (intrinsically) and outer self (extrinsically) of the person.

Working on the intrinsic is perhaps the greatest feat that a coach can do. Going into the intrinsic entails exploring their inner world where their deep emotions, feelings, underlying issues and roadblocks reside.

When they can be rectified or corrected, it frees the person from their self-imposed prison walls to do what they always want to do. This can be expressed in a formula: Potential — Self-limiting beliefs = High Performance

When a business problem arises, its reaction is to jump into finding a solution, without first checking what the out- come is.

Many businesses are investing in start-up, or the likes of Amazon, Silver Lining online marketplace of local and international brands. In doing this, the company listens curiously and attentively to their words and outlook, which give clues to the nature and type of their SLBs, which could range from fear, self-doubt, guilt, anger to helplessness.

Once identified, the coach challenges the customer to rationalise and evaluate what the benefits are of getting (or losing) in holding on to such beliefs.

At the same time, they are challenged to see how much more they can gain from adopting an alternative (or a more empowering) belief.

When a coach succeeds in getting the customer to remove their SLBs, it also means that the critical perquisites of high performance relating to self-esteem, courage and self-confidence are being strengthened.

The key is now on their way to experience the freedom of a better world.
DO GOOD LEADERSHIP CONFERENCE 2018

DoGood Volunteer is back to create an impact!

Many organisations are evolving to meet the needs of a rapidly-changing world, and this includes NGOs. So, if you’re an NGO leader, come and learn from these international speakers on how your organisation can continue to thrive in the age of disruption.

Register to book your seat today at dogoodvolunteer.com today.

WANT TO STAND OUT?
DO WHAT 90% OF PEOPLE WON’T

WANT TO STAND OUT?
DO WHAT 90% OF PEOPLE WON’T

Imagine the opposite direction to the one you want to take.

The advisors say that a career path like this is essential if you don’t want to fall into the ‘trap’ of specialisation: that is to say, if you want to be flexible enough to respond to the changing demands of the employment market.

But the truth is that by following the path they suggest, you are becoming a specialist: a specialist in the moronic recycling of what the rich and powerful deem to be news. And after a few years of that, you are good for little else.”

As we can see from Monbiot’s words, most people are given the same advice, and most tend to follow it for two reasons:
1. It comes from a place of authority (even the experts can get it wrong).
2. It’s just easier to follow what someone else tells you to do than to walk your own path.

In a way, everyone does follow the same advice—the ‘safe’ advice, hence why many don’t stand out.

Few people follow the advice that truly makes them feel alive, the kind that strongly resonates with what they really want to do.

The trouble is, while the advice sounds good, it also takes dedication and hard work to reap the rewards, and so most simply don’t follow it.

Here are questions to ask yourself:
• Who do you want to be?
• What kind of life do you want to live?

By taking the time to think about these questions, I hope you’ll find the inspiration and the courage to do what 90% of others fail to do.

Concluding thoughts
For what it’s worth, here are five suggestions to stand out from the crowd:
1. Always give much more to others than others give to you.
2. Make your giving unconditional: it’s not giving if it comes with expectations.
3. Look beyond your specific area of interest for the truly valuable lessons that will help you to grow.
4. Learn to love the process of your passion and work hard at it. Success is always dependent on the amount of effort you put in along the way. Give yourself all.
5. Find the time to read. Let’s set a challenge to see who can read the most books in a year!
GO FIGURE! SHOULD LEARNING BE ANY DIFFERENT AT WORK AND IN COLLEGE?

By Dr Ravishankar Gundlapalli 
editor@leaderonomics.com

HAVING founded a company in the employee-to-employee learning space, there is a through line about learning that is always running in my brain. At an event hosted recently an interesting thought on this topic.

AN UNCOMMON MOMENT ABOUT LEARNING
One day, I was window shopping catching up on office work at home on our dining table.

My daughter was working on her physiotherapy project. She had just written to her mother that day.

‘Mom, the teacher asked me about my handwriting and why you never taught me cursive handwriting. What do you say?’

And her mother had said, ‘She would not be better out of her hand. You should have taught her cursive handwriting. I cannot see similar small for her and don’t have good enough handwriting to help her. Please, teach her yourself’.

Many years after her mother had died, I thought of that conversation. The message was: ‘Your son is maturely deficient. We won’t let him learn cursive anymore. If that was none other than Thomas Edison, famously known for inventing the electric light bulb, the phonograph and the motion picture camera, among other things. He held over 2,000 patents in his name. This is what Edison wrote that day after reading the letter:

‘Thomas A. Edison was a mentally deficient child, whose mother turned him into the genius of the century.’

THE CONSEQUENCES OF ANOECE

As a business and executive coach, I find that the three common stories of success are mindset, skillset and contact info.

Without a good mindset, no one is likely to move and think, drive success because methodology can be taught and skills can be learned.

But if your mindset is not quite aligned, they are next to useless. We hold a set of beliefs and attitudes – a mindset – that determines how we respond to situations.

That mindset shapes how we interact with others. It affects the people we work with.

A person with aatherine mindset, a person with a reputation for not wanting to work hard, for not being competitive, for not advancing his own interest above the team's, for not advancing your relationships, is likely to be someone who is likely to sabotage, undermining, arguing, creating conflict, assigning blame, withholding or distorting information.

If you want to move ahead, if you want to drive success, you should be a driver. How do you do that?

1. You have to create the environment to do that. Build trust to move ahead.

2. Your mindset must be aligned. Things don’t just happen.

3. You have to distinguish between your beliefs and your actions. What you really want is to change your beliefs.

You can do this, and if you do, you’ll see a 30% increase in productivity.

If you want to see a 30% increase in productivity, you need to change your beliefs.

The next question is, what do you need to change to have a thinner and more profitable business?

By asking this question, you begin a new journey to re-frame your goal and strategy of price discounting isn’t going to get you the results you really want.

What can you do instead? What are other successful and profitable companies doing? How can you improve your marketing strategy?

In essence, the what do you really need to change?

If you look at your business, what is your mindset?

What needs to change? What needs to change?

If you look at the business, the need to change.

If you look at your business, what are you doing wrong?

What needs to change?

What needs to change?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?

What are you doing wrong?
LEARNING LEADERSHIP AT ROSLIN ORPHANAGE

A TRANSFORMATIONAL JOURNEY TO AUTHENTIC LEADERSHIP

How does one man run manage all of this? I love how Pad Bu, the co-founder and CEO of Roslin, can take on 120 children as his own. With eight orphans being in the process to build an ‘orphan village’ project, Pad Bu becomes the father figure of the children. Pad Bu refused to accept any offers from any sponsor for the sponsored meals program to cater to the needs of the children. He firmly believed that he had the responsibility to bring the children up himself.

Pad Bu’s passion and focus is to build alliances to influence and empower those involved to become change agents themselves. As Roslin becomes more self-sufficient, jobs are created through farming and construction. Basic amenities are built within the community to support the children. A rising tide lifts all boats. That is the true measure of good leadership.

The entrance to Roslin Orphanage

Roslin taught us that overcoming obstacles by innovation is not difficult. As leaders, we need to overcome limiting beliefs. Look around us and make use of what’s available. When something does not work, look for alternatives. Be flexible. Open up to considering the unconventional so that we can sometimes lead to breakthroughs.

Collaborate

The Roslin children have camaraderie and a sense of belonging and togetherness, to give members a sense of ownership that is the true measure of good leadership.

A rising tide lifts all boats. That is the true measure of good leadership.

Roslin live by the adage of ‘Teethmark is not what makes you a leader, but how you lead the children who come from different backgrounds. A team is only as good as its weakest link. It is not only about the leader’s ability to engage the children, but also by the children who come from different backgrounds who make the team.”

‘Impossible’

“We learnt that it starts with us. Ask yourself today: What’s your ‘impossible’? How do you want to see your family, your community, your country or our planet in the next 100 years? All three of us are from different backgrounds, but we still stand together. We have achieved this by building alliances and changing people’s perception of life. A leader encourages fellowship and unity and empowers people to work towards a common goal. A leader empowers others to want to achieve the impossible.”

LEARNING LEADERSHIP AT ROSLIN ORPHANAGE

LEADERSHIP LESSONS

We went to Roslin with the aim of sharing our knowledge, spending time with the children, and competitiveness in the subjects we teach. Yet, what we took away was far different. Pad Bu’s leadership qualities that we ought to have.

Little did we know that it would be Roslin, Pad Bu, Bobi, and Peggy who would be our mentors.

A leader empowers others to want to achieve the impossible. A leader encourages fellowship and unity and empowers people to work towards a common goal. A leader empowers others to want to achieve the impossible.

A leader encourages fellowship and unity and empowers people to work towards a common goal. A leader empowers others to want to achieve the impossible.

Roslin taught us that overcoming obstacles by innovation is not difficult. As leaders, we need to overcome limiting beliefs. Look around us and make use of what’s available. When something does not work, look for alternatives. Be flexible.
IT ONLY TAKES A SPARK...

HOW A LEADERSHIP CAMP CHANGED THE LIFE OF MY STUDENTS

By MOHD KHALIS SUMARDI
editor@leaderonomics.com

SOMEONE once said, “You only live once, so go figure!” and the words have been etched in my mind ever since. I love cats. Having survived three major accidents, it helps me resonate with how cats have nine lives. “For three he plays, for three he strays and for the last three he stays.” It feels like I have used up the first three of my ‘lucky’ lives.

There was a time when wanderlust tugged at my heart. But I didn’t know where to go, and the love of my career kept me rooted where I was. My priority has always been my students; their welfare and happiness come first – so I guess I’ve bypassed “for three he stays”. It feels like I have used up the first three of my ‘lucky’ lives.

THE GEMS OF MY HEART
At this point, I just want to be there for my students, to help them look for every opportunity to live their life to the fullest.

Not everyone is bestowed with as much ‘luck’ as I have been. I am a teacher and warden. I’ve seen my students struggle to learn English and my heart has been burdened over how to help them. How can I change them? What can I do to provide the support they need? Even those attempting to learn English get no support whatsoever. Those who try speaking the language are treated as if they’ve committed a serious crime. In the classroom, they become the target of verbal shaming, subjected to name-calling and teasing until they give up trying.

INITIATING A CHANGE
For a long time, I wished I had an easy solution for this challenge, but it’s rooted deep within the community. There’s only one way to help them reach a breakthrough.

Find or create an English community where grammatical errors or mispronunciation are considered okay and nobody is judged for their shortcomings. Essentially, they need a safe zone where they feel comfortable making mistakes. I started making changes based on how I wanted to shape this “community”. I started to build a mini library that would provide students with simple, easy-to-understand English language books. The primary criteria to engage their interest: the books would need to have a lot of pictures and fun activities in them.

ENTER SPARK CAMP
I received the answer to my prayers: someone introduced me to SPARK Leadership Programme. I had no clue as to what it was and I didn’t know what to expect, but I wanted to give it a try. It was amazing from the get-go. Not only were we accepted to go there but the sponsors also arranged for return flight tickets for my students – most of which got to experience air travel for the very first time! I am so grateful for the sponsors for being instrumental in getting my students on the right track as they embarked on a journey to meet with the people who would see and accept them as they are. It was the best thing to happen to my students.

THE OUTCOME
The SPARK Leadership Programme did wonders for them. They came back as different kids; it was almost like a rebirth. A total transformation as they bloomed into the most incredible flowers. Children who were once so afraid of uttering a single English word for fear of being judged and belittled, came back braver and more responsible.

The most important takeaway for them was their understanding that making mistakes is a part of learning and they should never be afraid of making some.

THE JOURNEY CONTINUES
In the face of so many obstacles, a glimmer of hope was born. I used to think about giving up on this little village and moving to the city in hopes of finding a better place to fulfil my dreams. But, a wise friend of mine reminded me that greatness comes in different shapes and sizes. No matter where you go, you are capable of achieving greatness. Often, the only thing that gets in the way is yourself.

Give it some thoughts while you continue to discover your life’s journey.

Mohd Khalis is a teacher and a cat lover. When he is not teaching, you might find him exploring the world and the seven seas in the hopes of finding the true meaning of happiness. To find out more about the SPARK Leadership Programme by Leaderonomics Youth, email us at youth@leaderonomics.com.

DIODE CAMPs are specially designed for youth aged 8-19 who are eager to fulfill their potential to be great leaders of the future! Through DIODE, we aim to help youth take their leadership learning to the next level where they will be challenged to step out of their comfort zone and be positive influencers among their peers.

This year, expect a whole lot of adventure as we take you on a thematic experience ‘Around The World’!

LEADERSHIP CAMPS

DIODE CAMPS 2018

KIDS PROGRAMME
Ages 8 - 10 years
9 - 10 JUNE | 10 - 11 NOV

TWEENS LEADERSHIP CAMP
Ages 11 - 12 years
28 NOV - 1 DEC

YOUTH LEADERSHIP CAMP
Ages 13 - 16 years
18 - 23 JUNE | 26 NOV - 1 DEC

INTERNATIONAL CAMP
Ages 13 - 16 years
30 JULY - 4 AUG

EDUCATION TOUR CAMP
Ages 17 - 19 years
17 - 19 DEC

For more info and to register, email diode@leaderonomics.com or whatsapp Nicholas at 017-2299288.
By PRETHIBA ESVARY
prethiba.esvary@leaderonomics.com

They went from Zero to Hero

I

ALLING from a small village in Kudat, Sabah, Syaful, Sharif and Atu (real names are Mohamad Syaful, Sharif Kadil and Sharif Kunal respectively) are the sons of a traditional fisherman, Sharif Doli. They come from a family of nine and had to survive on an income of just RM650 a month.

Life was difficult for them as you can imagine. But their luck turned around when they saw a television (TV) advertisement for a reality comedy show, Mahapop Lomok Mejo (MLM) by Astro in 2013. They failed to make it to the finals, but tried again the following year. They were crowned champions for MLM 2014 and walked away with RM500,000.

Their life changed after that.

NECESSARY SACRIFICE

The eldest, Syaful, dropped out of school at the age of 13 to help supplement his father’s income. He started off working in a school canteen earning about RM42 monthly. After a brief stint as a fisherman, he decided to work at a fast-food chain in Kudat — a work place which was considered glamorous in Sabah.

Here, he earned an income of RM400. Then, he moved to the big city to work at the same restaurant franchise in Kota Kinabalu. In an interview with iTrend, he said: “I took pity on my dad who had to fend for the entire family, whilst there are four younger siblings who were still schooling. I dropped out, yes, but the sacrifice was worth it.”

Sharif, the second in the family, began helping his dad at the wet market from a young age. He would clean and weigh fishes before selling them to wholesalers. Taking heed of his elder brothers’ actions, Atu, the youngest of the three, went to work as a labourer for his uncle Faisal at the age of 13 and earned about RM2–RM10 per hour.

Threatening to work at a fast-food chain in Kudat — a work place which was considered glamorous in Sabah.

He recently met a Masters student selling vegetables in Kundasang, Sabah who couldn’t find a job as he is “overqualified” and would have to be paid more. Sharif advised him to stop being picky and just start from the bottom.

Lesson

In today’s world, we are spoilt for choice and come under societal pressure to have a good job. Some may argue that it’s acceptable to be picky.

In my opinion, I believe everyone has the right to be picky regardless of their socio-economic status. But, you are only allowed to be picky provided the circumstances are in your favour.

Otherwise, the best thing to do is to grab the opportunity in front of you and make the best of it.

THE SKY IS NOT YOUR LIMIT

Sharif shares that his father became deaf and mute at the age of 12 due to chickenpox.

“What’s amazing is that my dad is able to entertain people – he can make them laugh. He can also do magic tricks and we wonder where he learnt it all.”

He says that despite his dad’s condition and small income, he managed to take care of his family.

“In fact, my dad used to give a portion of his salary to me so that I have some pocket money to go and sell fishes at the market. If someone like him can take care of his family, why can’t – the ones who have paper qualifications and physical abilities – do the same without complaining?” he says.

On Oct 21, 2012, their father passed away in his sleep. When Atu received the news, he was packing to fly to Africa for a Fear Factor programme he was a part of. By the time he flew from Kuala Lumpur to Kudat, his father’s body was already buried. Atu never got to say goodbye to his father.

Lesson

In life, it’s easy to blame the things around us for our lack of progress or failure, but Zero’s father proves that it’s just not a valid excuse. He is proof that anyone can do anything.

You are the only one limiting yourself; not the people around you, not your circumstances, and not your parents or bosses either.

UNDERSTAND WHAT THE AUDIENCE WANTS

Sharif says: “Before this, when we participated in any competition, we would sometimes feel as though we were not good enough. One, our dialect is different and two, some people don’t understand our idea.”

The brothers failed to make it past the fifth week for the first MLM competition they participated in 2013. That didn’t hold them back. Instead, they took all the feedback received, worked on their weaknesses and leveraged on their strengths.

They tried incorporating numerous elements into their comedy sketches to make it more versatile such as lion dancing, acrobatic movements and singing.

When they tried their luck again in 2014, they won first place. It was through exposure and experience that they learnt their target audience’s preferences. In 2017, they emerged fourth place in the MLM competition.

Lesson

Just like the three brothers, we all have great ideas. However, sometimes what we think is good, may not be perceived the same way by others.

Testing your idea with the market (friends, family, and public) is the best way to determine whether there’s a demand for it and from there, you can work on improving it or changing it to fit the market needs.

REMAIN HUMBLE

When I sat down with the Zero brothers, they were incredibly down-to-earth and tried to converse in English with me to break the ice.

I was moved when one of the brothers gave me a bottle of water prior to starting the interview.

When I asked them how their lives have changed since they won the MLM competitions and made a name for themselves in the local comedy scene, they tell me the following:

Atu: Our lives haven’t changed much since then. We still maintain our old ways.

Sharif: What’s different is our income. Atu: With that income, we help our family and village friends because there are some who do not have it easy. We do this not for fame. In fact, what we have now is a result of all their support.

Lesson

We have seen numerous celebrities and public figures rise up the ladder of fame and forget their roots and values due to the sudden stream of power, money and influence.

It is thus important to remind ourselves that these are just temporary materials things in the world.

We need to consistently be thankful of what we have, remain open to growth, accept that we don’t know everything, and that we make mistakes.

BRING IT ALL TOGETHER

Former United Kingdom Prime Minister Winston Churchill once said this: “The optimist sees opportunity in every danger; the pessimist sees danger in every opportunity.”

The Zero brothers saw a great opportunity in the form of a TV advertisement and took it. They worked hard over the years and made a name for themselves in the local comedy scene.

Now, they are each happily married with successful careers and are able to provide for their families and friends financially.

In fact, they caught the attention of Skim Liatnag Malaysia (SL1M) secretariat head, Norashikin Ismail, and are now ambassadors of the SL1M programme for the second year in a row.

I hope their story has impacted you the way it did for me.

6,000 JOBS UP FOR GRABS IN KEDAH!

There is a SL1M open interview programme taking place today and tomorrow from 7.30am till 6pm at the Sultan Abdul Halim stadium in Alor Setar, Kedah. Over 6,000 jobs are up for grabs and you’ll have the golden opportunity to be interviewed by various companies – big and small – such as Maybank, CIMB, Celenix Ansastra Bhd, Telkom (M) Bhd, Tenaga Nasional Bhd and UEM Group Bhd.

Whilst you are there, you can also get your resumes checked and listen to inspiring talks and performances by local artists such as Faizal Satar, Zain, Wings, Pesawat, Paylip, Kugiran Mando, Monoloeque, Floor 88, Drama Band, Khalifah Band and CK Faizal.

Take action of your future now and come visit us!
SME leaders need to challenge the status quo, become role model of change and continuously engage the rest to embrace technology and digital transformation, if they want their organisation to stay ahead in the game. Let’s learn a thing or two from this video: bit.ly/1FsmEvKziah

### The ‘Tech Company’ Bandwagon

**What makes you one of them?**

1. **BE DIGITALLY MINDED**
   - Almost all the other industries have a lot of catching up to do. The startups, however, are all starting with the premise of “digital first”.
   - In August 2017, I was in the audience at an event in India, listening to Amuleek Bijral, founder of Chai Point. His business was all about leveraging technology to deliver the perfect cup of tea (chai is popularly referred to in India).
   - His biggest investment is in technology to deliver a consistent customer experience of consuming the tea, whether at the office or in one of his outlets.

2. **CHARACTERISTICS OF A TECH COMPANY**
   - What does it take to be a technology company today? What does it do differently?
   - 1. It develops quite a bit of its own technology if it focuses heavily on how technology can help it play a differentiated game in the market.
   - 2. It needs to aggressively eliminate maintenance cost and move it toward new initiatives.
   - 3. Its in-house technology team focuses more on developing new technologies rather than managing or maintaining existing solutions.
   - 4. The technology company’s technology teams are tightly bound to line of business owners rather than being horizontal standalone teams serving the entire organisation.

3. **DIGITAL THREATS AND OPPORTUNITIES**
   - Financial services companies are forerunners in the race for filing for intellectual property rights to digital technologies in the areas of mobile, payments and security.
   - Many of them even regard security as the key differentiator, important enough for them to actually acquire security companies in lieu of buying the technologies from vendors.
   - Many leading global firms have responded well to the acquisition threat from financial technology (or fintech) companies.

4. **WHAT MAKES YOU ONE OF THEM?**
   - A significant portion of the new expenditure should also be aligned to industry specialisation.
   - Technology should be an enabler in driving business model innovation, on which adequate conversations should be encouraged.
   - Ideally, every technology company should have a business model analyst as part of the technology team.

**THOUGHTS**

I’m keen to hear from you on which companies are leading their transformation and emerging winners in this era of Fourth Industrial Revolution. Is your company one of them?

Manoj Menon will be speaking at the Leadership in The Age Of Disruption Conference on May 8, 2018. To hear him speak, email info@leaderonomics.com for more information and to book your seat. Tickets for this event is HRDF claimable. Manoj is passionate about working with people, organisations and the wider community to achieve their potential and make a difference.
Are you limiting yourself from reaching your full potential?

By PETER ECONOMY
editor@leaderonomics.com

As you grow older, what have you successfully changed about yourself to live a more fulfilling life? Are there new habits, skills, or even character traits that you hope to make part of your arsenal? Do you think changing certain parts of yourself is even possible?

If you are having a hard time answering the last question – or, your answer is a resounding no – you may be giving power to a “fixed mindset”. According to professor of psychology at Stanford University Carol Dweck, when we have a “fixed mindset”, we assume our intelligence, creative abilities, and character are static givens; and that we are unable to change ourselves in meaningful ways.

Dweck, also author of Mindset: The New Psychology of Success, asserts that this mindset can affect much of our professional and personal behaviour, as well as how much or how often we feel happy.

固定思考方式 vs 成長思考方式

你是否限制了自己達成全部潛力的可能？

BY PETER ECONOMY
editor@leaderonomics.com

隨著年紀漸增，你是否成功改變了自己來過一種更充實的生活？是否有新的習慣、技能或甚至人格特質是你希望成為你的一部分？你是否認為改變自己的一部分是可能的？

若你正在努力回答最後一個問題——或者你的回答是否一個強烈的答案——你可能正在賦予固定思考方式權力。根據斯坦福大學的心理學教授 Carol Dweck，當我們有“固定思考方式”時，我們假設我們的智力、創造能力以及性格是固定或靜態的；而且我們無法改變自己以作出有意義的改變。

Dweck，也是《固定思考方式：新成功心理學》的作者，指出這種思維方式可能會影響我們許多專業及個人行為，以及我們多久或多久鍛鍊自己會感到開心。

The solution?

CULTIVATING A GROWTH MINDSET

Understand that you can always learn, improve, and get better at anything you set your mind to. Be open to new ideas and pursue change – don’t stay fixed in the “safety zone” of the status quo.

As Dweck says, the view you adopt for yourself “profoundly affects the way you lead your life”. It can determine whether you “become the person you want to be and whether you accomplish the things you value”. If the view you have for yourself is fixed, you are at risk of achieving less than your full potential.

Experiment and take chances. Start small and build on your success. Pick yourself up and try again. In fact, when you operate under a growth mindset, you may not actually ever see yourself as failing – you’ll see yourself as learning instead.

Online Exclusive

If every conflict were a fish and you leave it under the table, it starts to smell and becomes toxic. Managing conflict may be messy and difficult, but it’s necessary if you don’t want the problem to fester. Read more: bit.ly/EmbraceConflict

Are you guilty of neglecting your health because you’re too busy? Top leaders know that their health is a priority, and they make time for personal fitness. Leaderonomics Teambuilding Leader Khoo Hsien Piao discusses this in this week’s podcast. Listen here: bit.ly/RYGLeaderFitness
By JEFF HADEN
editor@leaderonomics.com

WHY do you need to not just have, but act on, a number of ideas? Why do you need, as Seth Godin says, to ship more often? Because here’s the thing: You never know.

Case in point? Deep Purple. In 1971, the band recorded their sixth album, Machine Head. Sales of their previous album, Fireball, were disappointing. So as guitarist Ritchie Blackmore says in the Classic Albums documentary series:

The management said, “What we need is a hit.” (Management always say ‘we’ when it’s positive, and it’s ‘you’ if it’s negative. I.e. “We are going up the charts.” vs “You are going down the charts.”)

We were more excited about Never Before than anything on the record.

THIS MUST BE IT

Others in the band agreed. In the same documentary, singer Ian Gillian said, “This is the one we were convinced was the single.”

Keyboard player Jon Lord said, “This sounds like it could be a single. If they’re going to ask us for a single, then this would surely be the one.”

Good song, but as drummer Ian Paice says, “We released it... and it went nowhere.”

Why didn’t the band consider another song on the album, Highway Star, to be a potential hit single from the album?

Good question. Clearly they liked the song; it leads side one of the album. Today it’s a staple on classic rock radio. But no. They didn’t.

Or what about Space Truckin’, another nearly 50-year-old song that even my kids are familiar with?

Nope. They thought Never Before was their best shot at a hit.

UNEXPECTED OUTCOMES

And then something else happened that the band didn’t see coming.

Here’s the bass player, Roger Glover:

Smoke on the Water was just a track, and it really wasn’t until we started touring... some DJ [disc jockey] in America, a whole bunch of DJs started playing it, it was a groundswell, really. It grew from public demand rather than from any kind of design on our part.

Which is of course the best way it could have been. And it elevated what was really a fairly simple track into mythic status.

If you aren’t familiar with the opening riff of Smoke on the Water, that probably means you haven’t heard of, oh, Harry Potter Or Star Wars... And it definitely means you’ve never walked into a music store; Smoke makes every list of overplayed guitar store riffs.

SMOKIN’ SUCCESS

Smoke on the Water is a prime example of the early 1970s, guitar-driven sound that inspired countless bands for at least the next decade.

And if you ask 10 people — whether they like rock music or not — to name a famous guitar riff, at least a few will list Smoke.

Even the band never even thought it would be a hit — much less a classic.

As Blackmore says about Machine Head, an album that was recorded in just three weeks, “Great substance, great record, it was done and out... it represented how a record should be made: Quick and to the point.”

BRINGING IT TOGETHER

Quick, to the point, done, and out should be your goal, too. When you have an idea, work on it, refine it, and then put it out there.

No matter how obvious it may seem in hindsight, Deep Purple didn’t know they had a hit on their hands.

Nope. They thought Never Before was theirs.

As Blackmore says about Machine Head, an album that was recorded in just three weeks, “Great substance, great record, it was done and out... it represented how a record should be made: Quick and to the point.”

And it definitely means you’ve never walked into a music store; Smoke makes every list of overplayed guitar store riffs.

STOP THINKING YOU KNOW FOR SURE WHAT WILL WORK (AND WHAT WON’T)

While you will never be able to predict with total certainty which of your ideas are truly worthwhile, and which are not, if you wait to ship, if you wait until something is perfect, if you never ship, one thing is absolutely certain: You will never have a hit.

Jeff Haden is a speaker, ghostwriter, and author of The Motivation Myth: How Highly Successful People Really Set Themselves Up to Win. What do you think about this article? Get in touch by emailing editor@leaderonomics.com.

---

DEEP PURPLE LESSONS

NO PRINT PULL-OUT NEXT WEEK.
WE’RE GOING FULLY DIGITAL!

The Leaderonomics pull-out will not be available in print next week. Instead, you can get a copy of our digital exclusive issue at

bit.ly/ldrEmag

You’ll see us in print again on April 28th.

You can also subscribe to our mailing list at bit.ly/subscribeLD and we’ll send you the digital issue. Easy!
Creating a Climate for Innovation

10 Influencing Factors

By Daniel Russell
editor@leaderonomics.com

1. Challenging Work
Making the work challenging means designing jobs and tasks that are demanding, complex, and interesting; yet, they must not be overly taxing or unduly overwhelming.

Challenging jobs are typically characterized by skill variety, autonomy, ambiguity, and frequent changes.

When jobs are complex and challenging, individuals are more excited about their work and interested in completing their tasks well.

Leaders can influence this factor through job design by injecting enough complexity and variety into the job to keep things interesting and by setting challenging goals for the workgroup.

2. Intellectual Stimulation
Intellectual stimulation means encouraging open and honest debate and discussion of ideas.

Creativity flourishes in work environments where meaningful exchanges take place around significant issues and ideas.

This kind of debate takes time, focus, and interaction in both formal and informal settings.

In today’s virtual workplace, a controversial policy might be required to create this type of environment.

Marissa Mayer was frequently criticized when she rolled back Yahoo’s work from home policy.

However, she stuck to her decision saying employees are “more collaborative and innovative when they’re together. Some of the best ideas come from pulling two different ideas together.”

3. Positive Interpersonal Cohesion
Creativity also flourishes in climates where employees perceive a sense of togetherness and cohesion and an absence of emotional conflict.

Collectivistic cultures where employees identify more as team members working toward shared goals also foster greater positive interpersonal cohesion.

Fostering positive interpersonal relationships can be difficult when you must also encourage open debate.

It is important for the leader and group members to acknowledge the need to debate ideas, and issues while, at the same time, being careful that the debate does not erode positive interpersonal cohesion.

Continuing to have open conversations may even improve interpersonal cohesion.

4. Trust and Safety
Research and practice clearly show that a climate of trust and safety facilitates creative performance.

Global innovation expert Charles Day says that “the fuel of trust is transparency.”

Transparency doesn’t necessarily mean telling everyone everything, but it does mean being as open as possible with employees.

This includes also being open about what you do and don’t know, as well as, what you can and cannot share.

Building trust also means showing you trust your employees.

Even as Netflix has grown and become a successful public company, it has not implemented formal time off or time and expense policies.

Instead, it trusts employees to use their common sense and make decisions in the best interest of the company.

This climate of trust helped Netflix grow to over 25 million United States subscribers and triple their stock price in 2013. Indeed, creating a climate of trust must go beyond policies and postures on the wall.

5. Flexibility and Risk-Taking
Encouraging flexibility and risk-taking means being comfortable with the uncertainty that comes along with creative work.

Organisations that embrace the knowledge gained from errors have a competitive advantage over those that ignore or punish failure.

Leaders must clearly communicate through word and action that errors are to be learnt from and they must present opportunities to learn and improve.

IDEO, the innovation powerhouse, shows support for risk-taking in a company slogan, “Fail often to succeed sooner.”

Harvard Professor Rosabeth Moss Kanter points out that flexibility is also key in innovation efforts.

For example, Honeywell set up a venue for divisions to present their best innovation ideas during quarterly budget reviews.

However, none of the budgets contained funds for emerging ideas.

Thus, the leaders were forced to find projects by finding cost savings in other areas.

In contrast, IBM has set up a US$100mil innovation fund to support new ideas which might emerge during the year.

6. Autonomy
Providing employees with autonomy in doing their jobs is another important aspect of a creative climate.

Decades of research on innovation clearly demonstrates that innovators prefer the freedom to be self-directed and independent.

Innovation author and researcher Scott Anthony observed that in the 1950s and 1960s, the most successful innovators chose to work autonomously outside of the bureaucracy of large companies.

Today, large corporations (e.g. IBM, Medtronic, Unilever) are creating so-called “corporate garages” allowing innovators autonomy in their work while still enabling them to draw on the overall resources of the organisation.

7. Mission Clarity
Mission clarity is another critical aspect of a creative climate that can be highly influenced by the leader.

Academic and applied research clearly shows the importance of setting forth a clear mission and engaging innovators in that endeavour.

The first step is often called “problem identification” and has been shown to be highly correlated with creative production and solution generation.

Because the leader typically has the most comprehensive viewpoint, his or her input in problem identification is vital.

The second step in creating mission clarity is to make clear strategic decisions that set the context for innovation.

These decisions send strong signals about the company’s strategic direction and the competitive landscape.

Bain and Company in a 2013 study found that setting clear, specific innovation goals and models was the single most important factor dividing top performing innovative companies from weaker performers.

They suggest that creating passion for the mission by capturing the hearts and minds of innovators is also an important part of this factor.

Leaders need to ensure that innovators are given a clear, compelling, and inspirational mission that challenges the mind and engages the heart.
COMMERCIAL EMPHASIS
Promoting a strong balance of practicality and originality is another important aspect to creating a climate for innovation.

A solution that is original but not relevant or effective is of little use to the organisation. Likewise, some solutions are practical and effective but not original. Those solutions may work in the short term, but they are not innovative. Thus, they are easily replicated and do not represent sustainable competitive advantage.

This is why “blank slate” brainstorming doesn’t work as well as expected. Putting practical constraints on brainstorming has been shown to yield better results.

RESOURCES
Just as innovation is a risky endeavour, it can also be costly. Innovators need to perceive that the organisation is willing to invest the time and money necessary to support innovation and implementation of these efforts.

Leaders need to purposefully plan for flexibility in budgets and in time allocation to encourage innovation.

10 LEADERSHIP SUPPORT
Finally, innovation teams must believe that their efforts are important to top management.

The innovation team leader can influence this factor greatly by serving as a conduit between the team and more senior leadership.

The leader must sell the importance of innovation efforts to more senior leaders and communicate them to the innovation team.

While leadership support for innovation is important overall, it is most important in the testing and implementation stages of the innovation project when resource needs become less predictable and organisational patience wears thin.

CONCLUSION
Research and practice clearly show the strong positive impact that climate can have on creativity. The positive linkage between these climate factors and performance are applicable across a wide variety of work environments.

By definition, one cannot guarantee a successful innovation project. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. But about the only thing you can’t do is ignore them. Because they change things. They invent. They imagine. They heal. They explore. They create. They inspire.

Daniel Russell was a faculty trainer at Leaderonomics specifically focused on talent management and strategic HR programmes. He has written white papers and book chapters on leading innovation, training and development, talent acquisition, HR technology, and employee engagement. To engage with us, email info@leaderonomics.com. For more leadership insights, visit www.leaderonomics.com.

HERE’S TO THE CRAZY ONES
Here’s to the crazy ones. The misfits. The rebels.

The troublemakers.
The ones who see things differently.

They’re not fond of rules.
And they have no respect for the status quo.
You can quote them, disagree with them, glorify or vilify them. About the only thing you can’t do is ignore them. Because they change things. They invent. They imagine. They heal. They explore. They create. They inspire.

They push the human race forward. Maybe they have to be crazy.

How else can you stare at an empty canvas and see a work of art? Or sit in silence and hear a song that’s never been written?

Or gaze at a red planet and see a laboratory on wheels?

We make tools for these kinds of people. While some see them as the crazy ones, we see genius.

Because the people who are crazy enough to think they can change the world, are the ones who do.

—— Written by Craig Tanimoto for Apple’s Think Different campaign