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From all of us at LEADERONOMICS
THE NEXT BOLD MOVE

3 STRATEGIES FOR WOMEN TAKING ON NEW TOP JOBS

By MINDA ZETLIN
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Are you a woman in a leadership position? If this is a new role for you, what should a woman in a newly powerful position do when she first gets there? “Exactly the same as a man would do,” seems like an easy answer, but it’s not good enough.

“Although good leadership is good leadership, women have unique challenges because they’re women and men have different unique challenges,” says Wendy Capland, an executive coach who focuses on women in leadership, and bestselling author of Your Next Bold Move. Capland is my coach, and for the past couple of years, she’s been coaching me and I’ve been writing about it. Here’s her advice for women taking on new leadership roles.

1. FIND A SPONSOR
The very first job for nearly anyone in a new leadership role is to get to know everyone you’ll be working with – your peers and counterparts in other areas as well as the people reporting to you and the people above you in the hierarchy.

At the same time you’re developing your internal and external network, you should also be looking for a sponsor,” Capland says. “A sponsor is different from a mentor,” she explains, adding that smart leaders are sure to have both.

“A mentor can be from either inside or outside your organisation, but a sponsor will be someone on the inside. This is someone you can tell your career and salary aspirations to, and their role is to help you get there. Of course, what you desire has to be something they believe in and support.”

“Your sponsor,” she says, “is the person who will speak up on your behalf when you’re not in the room. He or she will put your name forward for opportunities that you might have access to. Your sponsor will share contacts with you to help you succeed.”

Research over the years has shown that women are significantly less likely than men to have sponsors in their organisation, although they may have multiple mentors.

And, Capland says, when women do seek out sponsors, they are reputed to look for women to sponsor them, whereas men are likely to seek sponsors from either gender.

Women seeking out female sponsors has a nice sisters-in-it-together feel to it, but Capland says that women who only seek other women as sponsors risk holding themselves back.

“It can be a career derailler for a woman leader because sometimes men hold most of the leadership positions and you’re limiting your support,” she says. “You may not have access to the executive suite if there are mostly men there.”

2. MAKE SURE YOUR VOICE IS HEARD
Sadly, it’s an often-observed phenomenon that in meetings and other settings especially in groups that are mostly men, people seem to have trouble hearing female voices.

“What we typically hear is that when a woman makes a suggestion at a mostly male table, it doesn’t get picked up right away and soon thereafter, a man says the same thing and everyone says, ‘What a great idea!’” Capland reports.

When that happens, the woman who originally made the suggestion faces an unpleasant choice: Either say nothing and let someone else get the credit for her idea, or speak up at the risk of seeming churlish, self-serving, and not a team player.

In that situation, it’s much better to have someone else remind the group who said what first. So much so that, in the Obama White House, a group of government women informally agreed to repeat and emphasise each other’s ideas in meetings – a practice called ‘amplification’.

If you’re a woman in a leadership role, Capland suggests looking for some amplification for yourself, not necessarily from other women, but from your sponsor or someone else who sees the value in giving you support.

An amplifier is someone you talk to ahead of time and whom you ask to amplify your voice if it’s not heard at the table,” she says. “So, what would happen is the person you’ve selected would say, ‘you know, Sally just said that a few minutes ago. I want to make sure we track where we first heard this.’

Your sponsor should be someone you already have a good relationship with, she adds. “It should be someone who knows you’re trying to have more executive presence and make more of an impact and has shown an interest in helping you to do that. You don’t walk into the room right before the meeting, find some guy and say, ‘I need some support.’

Even if you have no amplifier, it’s important to make sure you’re heard on the issues you feel strongly about, Capland says. Especially if you’re new to the executive world, she recommends putting some time and effort into developing your executive presence so that you are more likely to command attention when you speak.

“It can be overwhelming for some women to be the only woman or one of a small number at a powerful table with other powerful people, mostly men,” she says. She once heard a woman describe being the only woman at the executive table during discussions of a possible business deal.

She said, “I feel pretty strongly we should not have this deal,” and all the men said, “I think you’re wrong.” Capland recalls, “She said, ‘I want to be heard loud and clear that this is a mistake and here’s my thinking as to why.’

As she explained her reasoning, it became clear that a big part of the issue was timing – she would be much more in favour of the deal if they waited six months to do it.

The company did end up waiting six months as she recommended, and when it happened, the deal was a huge success. “She believes pretty strongly that if they had done the deal when first discussed, it would have caused a big drop in revenue,” Capland says.

3. SURROUND YOURSELF WITH THE RIGHT PEOPLE
Experts such as Capland have long flagged lack of confidence as one of the ways women unknowingly can deal themselves out of career opportunities – for example by considering themselves unqualified for a role that they could in fact take on.

“I have a client who says she’s going to get an advanced degree because she feels like she doesn’t belong in the room with the men in her department,” Capland says. “She doesn’t think she’s done enough, and it’s not true.”

It’s easy to see why women tend to think this way – we live in a society that tells us from childhood on that we have to work harder than our male counterpart to achieve the same results.

The likelihood is high that you’ve let this kind of thing affect your thinking, whether you want it to or not.

You can fight back by taking the time and effort to build your own confidence. One of the best things you can do is make sure to spend time talking with people who believe in you and will frequently tell you how awesome you are.

“Have regular conversations with your mentor, sponsor and coach,” Capland says.
A new year is poised to bring fresh challenges and opportunities in the HR space. According to a recent survey, key HR leaders identified several trends that will shape the future of their function in 2019.

1. **Disrupt Your Function, or Become Obsolete**
   - Almost every single HR leader I spoke to emphasised that the HR space is poised for disruption, but not a revolutionary one – rather, it’s a pragmatic, evolutionary one. Many companies have policies to ensure employees work hard to disrupt themselves just to stay ahead of the curve, and this will be the new norm.
   - What does this mean? For HR, it means enabling people to work faster, smarter and in more collaborative ways. The Queen of Hearts advised Alice in Wonderland, “My dear, here we must run twice as fast as that.”
   - HR needs to champion building a collaborative workspace where efficiency and effectiveness thrive.

2. **Investments into Employee Wellness**
   - To do no.1 (HR to create structures for a faster-paced and collaborative organisation), PricewaterhouseCoopers (PwC) executive director of human capital Salika Sukwawan believes that “HR must focus hard on this. Taking care of employee’s well-being – physically, mentally and even spiritually – in this new fast-paced world should be key in 2019, according to her.
   - What does this mean? She suggests some pragmatic ways, which include enabling employees to recharge and rejuvenate throughout the year, having policies that allow sabbaticals or short career breaks, and providing avenues for employees to de-stress.

3. **Focus on the Front-End of the Business**
   - With the digital back-end function, HR professionals generally meet a lot of back-end and support employees. To many in HR, front-end employees (i.e., sales and business development (BD) folks) tend to be problematic and consistently fickle.
   - According to Izham, 2019 will see a lot of focus on building great sales and BD teams to help protect existing revenue streams and also find new ones. With the lack of talented sales and BD professionals in the country, there is going to be huge emphasis on growing and developing the BD function through enhanced recruitment and a more structured approach to invest in the development of current sales and BD professionals in the organisation.
   - This will require the HR function to become more ‘front-focused’ and closely aligned with the front of the organisation, as Florence argues.

4. **Work Will Change – and HR Must Drive This Change**
   - Last year, I wrote about the changing nature of work. Not many understood what I meant then, but today more HR leaders are beginning to take note.
   - Work today is measured by time. We work 8am to 5pm, five days a week, and get paid a salary for time put in, regardless of output. Some produce more, while others don’t deliver, yet are paid a salary. HR has begun differentiating salaries, but I believe that work will cease to be time-based and move into an output-based measurement. What does this mean? It means that we will start paying people based on output. The more you produce, the more you are paid.
   - The gig economy is already driving this new wave, but it requires HR teams to start measuring each role based on output, which is where we can step in. Staying on top of how we digitise roles, more and more measurements will evolve to an output methodology, paving the way for a complete overhaul of how we work and are paid for work. Watch this space closely!

5. **HR Drives Digital Content Creation and Curation**
   - Did you know that there are over 2.5 billion social media users, with approximately one million being added every day? In Feb 2016, there were 4.4 million videos uploaded to Facebook, accruing nearly 200 billion views (Source: ReelsEO).
   - Visual content receives 40 times more engagement than other types of content online, and now LinkedIn is seeing a rise in the popularity of video as 55 per cent of business users posted videos in 2017, compared to 38 per cent in 2016.
   - This number is set to grow as organisations at the forefront of digital realise that there’s a wealth of opportunity to be tapped into when social media and digital marketing are fully embraced.
   - What does this mean for HR? HR needs to help the business create digital content, drive digital engagement efforts and push efforts to ensure all employees learn about their products, services, culture and business secrets (a.k.a. the secret sauce of the business) through engaging content.
   - How can HR do this? By creating structures that ensure employees and leaders have avenues to create, construct and distribute internal content to each other. And by changing the way people learn, as Salika adds, “by making learning and development byte-sized, or more snackable” and easily consumed by employees.

6. **Personalisation**
   - In Malaysia, much of business and the HR function has been focused on ‘One-Policy-Your-Rite-Fits-All’. But with the gig economy, and different individuals capable, motivated and starting points, we have to move to a more sophisticated, personalised approach.
   - This was not possible a few years ago, but with the collection of data, Industry Revolution 4.0 and better systems, we can design a customised approach at low costs and quite seamlessly.
   - Take, for example, learning and development. Our digital team at Leaderonomics has designed a learning management system that is able to provide contextual learning to an individual to their time and situation. Not a month too early or a few minutes too late, but at the point of need.
   - If learning can become ‘just-in-time’ and personalised to an individual, so can other areas in HR.

At Leaderonomics, from office design to work time flexibility, each has been personalised for the employee. Employee engagement will be about personalisation and customisation and it will not increase costs, but rather increase engagement and have a significant positive effect on the financials.

I would like to take this opportunity to wish each of you a great 2019. As this will be our final print pull-out in The Star, do make sure you sign up for our Leader's Digest newsletter to get your weekly dose of great leadership articles from Leaderonomics.com and to keep learning and growing in 2019.

Best wishes,
Roshan Thiran
Founder, Leaderonomics

P.S. All these conversations I had can be accessed on my LinkedIn page at linkedin.com/in/roshanthiran/ if you want to get the full-blown insights from these leaders.
By CHRISTIE CHUA
christie.chua@leaderonomics.com

Do you remember the times when you would wait impatiently at home, looking forward to receive a letter from a loved one but not knowing when it would arrive?

Many people still rely on the postal service to deliver their letters, documents and parcels, and chances are, most of us are just as impatient to receive our mail as we were back then.

It is natural for us to expect accurate and speedy deliveries as customers, and Pos Malaysia Berhad’s recently-appointed group chief executive officer Syed Md Najib Syed Md Noor says that earning the trust of the customer is crucial in this industry.

“People trust us with sending goods, and value is relative. A parcel may seem small to some, but when we say that we will deliver it within a certain number of days and in good condition, we need to deliver on this. This is where the brand promise comes in. It’s what building trust is all about.”

Pos Malaysia has a huge advantage when it comes to this, as it has the widest reach and the biggest parcel processing centre in the country. The organisation has 3,800 touch points, the capacity to sort 300,000 to 500,000 parcels a day, and a workforce of around 18,000 employees who are directly related to the mail and parcel business.

ZOOMING IN ON SUCCESS

Syed Najib believes in having a selective focus in order for the organisation to meet its goals. “You cannot and should not be doing 25 things. You should be prioritising and doing the three to five things that’s going to give you the real impact, and that’s all.”

He says that traditional postal organisations like Pos Malaysia have to be realistic in terms of what they can achieve effectively because there are obligations to the rakyat and country.

Consumer needs have evolved to become more sophisticated in the realm of high-speed connectivity, and the need for the organisation to be reliable and visible is especially important to ensure that the customer experience will be smooth and effortless.

Syed Najib adds that they also have to be careful about following trends, as it’s always easy to jump on the bandwagon and attempt numerous initiatives that could lead to the organisation losing focus.

He says: “We first need to evaluate what we have. Most times, the strategy does not need to be changed, only tweaked. Focusing on a few areas will help you gain your employees’ confidence and trust. Set the mission, match and get the right skills, and articulate it well down the line to execute it.”

“You when you try to do multiple things and rely on the same resources that are running traditional operations which are not perfect, it will overburden employees.”

For Syed Najib, his duty is first to go down to the operations level and identify where the potential upsides are, such as optimising parcel processing and transportation to release more capacity and improve deliveries, looking at potential automation at touch points to enable self-service by customers, and the standardisation of processes. “Simple things like that can make a huge difference,” he says.

Another one of his first tasks in Pos Malaysia is to groom new talents so that the organisation will have a pool of talent for the senior management level in the years to come.

“Change is constant. Nobody can promise that they will be here for the next five years – you have to live like there’s no tomorrow, otherwise there will always be another day and nothing will get done.”

“We need to put the structure and processes in place so that we are able to cope better with the changing and demanding environments.”

With this in mind, Syed Najib has already begun building the core team, expanding the talent pool and formulating a succession plan, although he is only about three months into the role.

FITTING THE PUZZLE PIECES

One of the key characteristics that he looks for in a potential employee is passion, and he likes to spend time understanding them. “As leaders, our job is to try to understand what makes our employees tick,” he says.

Syed Najib with a vintage Pos Malaysia bicycle. These bicycles were used by postmen on their postal delivery routes back in the day, until they made the switch to motorcycles in the 1960s.

“Articulate well and you will get very engaged employees. That’s why I don’t think it’s practical to do too many things, because we need to engage and communicate effectively with the employees, and be practical in terms of what can be delivered. Otherwise, the employees will lose focus and patience, and eventually lose trust.”

“My job is to see the customer’s point of view. Pos must become customer-centric, and there’s a huge opportunity to serve them better by focusing our efforts. The Pos employees, in turn, need to be equipped to deliver our promises to the customers, and at the core of operations, we need to innovate quickly to deliver and future-proof ourselves with techniques.”

“Let us make it a sleeping dragon; all the elements are already there, but it will take at least two to three years to see a very different, and agile organisation emerge,” says Syed Najib.
TOP 10 LEADERSHIP NUGGETS

Compiled by ROUBEENI MOHAN
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A PART from the articles we publish in our pull-outs and on our website, leaderonomics.com, we have a series of short stories called Leadership Nuggets, which were compiled into a book and published in 2016.

DO YOU CARE ENOUGH TO BE HONEST WITH ME?
We all want people to tell us the truth despite it being hurtful sometimes. But as leaders, why do we refrain from being honest? Read: bit.ly/Care-honesty

10 SHADES OF SEVERUS SNAPE
Prof Severus Snape from the Harry Potter series has always been a character of dubious stance and till today, continues to be a hot topic for debate among readers. But there are many lessons buried behind this stony-faced potions master. Read: bit.ly/10LayersofSnape

HOW TO OVERCOME COMMUNICATION BREAKDOWNS
Communication is vital in order to ensure the smooth flow of instructions in an organisation. When an organisation has multiple layers, there’s a chance for communication to break down. How can we overcome this? Read: bit.ly/comm-breakdown

HOW TO INFLUENCE WITHOUT AUTHORITY
Leading without relying on authority is a higher evolutionary skill. It supports developing adult relationships based on mutual objectives and creates work environments grounded in respect for human dignity. Read more: bit.ly/InfluenceAuthority

4 LIFE LESSONS A FEISTY IGUANA TAUGHT ME
Personal development lessons can be obtained almost from everything—if only we looked close enough. Here are some things that you can learn from an iguana: bit.ly/Lessons-Iguana

MANAGING THE DIFFICULT TALENTS
Many organisations invest time to structure a framework for talent programmes. However, they sometimes forget the key to successful implementation is to train and prepare the people managing the talent. Read more: bit.ly/ManagingTalent

LUCK IS NOT LUCK: YOU CAN INFLUENCE YOUR RETURN ON 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? Read more: bit.ly/LuckNotLuck

THE POWER OF FORGIVENESS: A KEY TO HIGH PERFORMANCE LEADERSHIP
We rarely speak about forgiveness in an organisational or professional context. How do you deal with unwarranted criticism and backstabbing attempts on the job? Read: bit.ly/Power-Forgiveness

MANAGING THE COMFORT ZONE
To discover new worlds, you have to first leave the safety of familiar shores, and doing so is seldom an easy decision. Living beyond one’s comfort zone is never easy, but it’s a decision worth making as life is ultimately made up of different experiences and new meanings. Read more: bit.ly/ZRComfortZone

LEADERSHIP’S A STRETCH: 5 LESSONS ON AND OFF THE MAT
Yoga is a group of physical, mental and spiritual practices or disciplines which originated in ancient India. Did you know that there’s more you can take back from the yoga mat other than a healthy body? Read more to find out how it can guide one’s personal and leadership journey: bit.ly/Yoga-Leadership

LIVING BEYOND OUR COMFORT ZONE
To discover new worlds, you have to first leave the safety of familiar shores, and doing so is seldom an easy decision. Living beyond one’s comfort zone is never easy, but it’s a decision worth making as life is ultimately made up of different experiences and new meanings. Read more: bit.ly/ZRComfortZone

THE PDF version of the book is free and available for download at: bit.ly/LeadershipNuggets

HERE ARE OUR TOP PICKS FROM THIS BOOK:

1. DO YOU CARE ENOUGH TO BE HONEST WITH ME?
2. 10 SHADES OF SEVERUS SNAPE
3. HOW TO OVERCOME COMMUNICATION BREAKDOWNS
4. HOW TO INFLUENCE WITHOUT AUTHORITY
5. 4 LIFE LESSONS A FEISTY IGUANA TAUGHT ME
6. MANAGING THE DIFFICULT TALENTS
7. LUCK IS NOT LUCK: YOU CAN INFLUENCE YOUR RETURN ON LUCK
8. THE POWER OF FORGIVENESS: A KEY TO HIGH PERFORMANCE LEADERSHIP
9. MANAGING THE COMFORT ZONE
10. LEADERSHIP’S A STRETCH: 5 LESSONS ON AND OFF THE MAT
THE BEST OF LEADERONOMICS.COM

Compiled by THIYIS SADHARAN
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TOP 10 ARTICLES OF ALL TIME

1. SIGNS YOU LACK SELF-AWARENESS

2. THE LEADERSHIP QUALITIES OF ELON MUSK

3. BROADWAY’S LOSS, ASTROPHYSICIST

4. THE LEADERSHIP QUALITIES OF MALAYSIA

5. FAMOUS SERVANT LEADERS OF ELON MUSK

6. KODAK VS FUJIFILM: THEIR SUCCESS AND FAILURE

7. SIGNS YOU HAVE BAD INTERPERSONAL SKILLS

8. THE DAY OF THE FUTURISTIC TAI CHI NUTS

9. 6 QUESTIONS TO ASK YOURSELF TO BEHOLD THE FUTURE

10. THE BEST OF LEADERONOMICS.COM

The Best of Leaderonomics.com is your pit stop for leadership insights, business trends and real-life stories which will enhance your learning journey and contribute to your personal development. As we prepare to move into 2023, here are some of the stories that have captured your attention over the last year. Let us walk through the articles that have made a difference in the way you think and changed the way you do things in your personal life or at the workplace.

1. SIGNS YOU LACK SELF-AWARENESS

There are a lot of wonderful things going on in the world right now. But if you don’t question your actions and take the time to make a difference, you are not doing enough.

2. THE LEADERSHIP QUALITIES OF ELON MUSK

Elon Musk is famous for his leadership qualities. Here are some of the key traits and characteristics of a great leader, according to him.

3. BROADWAY’S LOSS, ASTROPHYSICIST

Zuschmann is a woman whose work has been recognized by NASA, Columbia University and many other prestigious institutions.

4. THE LEADERSHIP QUALITIES OF MALAYSIA

This is a story about a country that has overcome many challenges, and the leaders who have driven it forward.

5. FAMOUS SERVANT LEADERS OF ELON MUSK

This article explores the leadership qualities of Elon Musk, the founder and CEO of SpaceX and Tesla.

6. KODAK VS FUJIFILM: THEIR SUCCESS AND FAILURE

Kodak is a company that has faced many challenges in recent years. This article looks at how they have responded to these challenges.

7. SIGNS YOU HAVE BAD INTERPERSONAL SKILLS

Interpersonal skills are important in both professional and personal settings. Here are some signs that you may need to work on improving these skills.

8. THE DAY OF THE FUTURISTIC TAI CHI NUTS

This article explores the future of Tai Chi, a form of martial arts that has been practiced for centuries.

9. 6 QUESTIONS TO ASK YOURSELF TO BEHOLD THE FUTURE

What will life be like in 2023? What changes can you expect in your life? This article offers some answers to these questions.

10. THE BEST OF LEADERONOMICS.COM

This article lists some of the best articles from Leaderonomics.com, which is a website that offers insights on leadership, management, and personal development.
HLPING MALAYSIAN SMES GAIN A GLOBAL FOOTHOLD
By KOH HUI MING
kohhui@leaderonomics.com

I
n many countries, small and medium-sized enterprises (SMEs) are the engines of growth of local economies. In Malaysia, according to ADB (2016), SMEs are the backbone for future growth. According to the 2015 Malaysian National Industrial and Services Export Survey (NIES), SMEs contribute more than 50% of a country’s gross domestic product (GDP) and produce up to 30% of its exports. They are also the main source of employment in all economic sectors.

The Department of Statistics Malaysia reports that real GDP growth of Malaysia has increased from 5.3% in 2010 to 5.7% in 2017. The government’s overall approach is to support and encourage innovation and entrepreneurship. The dormant economy – in the 2011-2012 period, the average GDP growth of Malaysia was 3.7% – has increased to 5.7% (refer to Figure 1).

NATIONAL POLICIES AND KEY INITIATIVES THAT SUPPORT SME

The Malaysian government has introduced progressive policies and enabled initiatives that support SMEs. The Malaysian government has introduced policies that support SMEs. The government’s main objectives are:

- To facilitate SMEs’ access to funding
- To improve dissemination of information
- To develop SME financial infrastructure
- To promote SMEs

According to the Malaysian National Industrial and Services Export Survey (NIES), SMEs have produced significant outcomes. For instance, in 2013, SMEs contributed 70% of total exports and 50% of total GDP. In 2016, the export of SMEs grew by 8.6%. Although the national GDP was 6.7%, the overall GDP contribution of SMEs was 37.3% in 2017.

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6 THINGS THAT ARE BLESSINGS IN DISGUISE

1. THE CONSTANT UNCERTAINTY
You might have so many options and potential choices, both business and personal, that you feel stressed and even overwhelmed. Flip it around. Imagine how it would feel to have few, if any, options. Imagine how it would feel to have few, if any, viable choices. Be thankful you have choices you need to make — the more choices the better.

2. THE RELENTLESS STRUGGLE
Not the personal struggle, but inten- tional struggle. For example, choosing to work incredibly hard or push through a mental or physical barrier, or make sacri- fices for the good of the people who rely on you. When you struggle, fight and endure, you not only stretch the limits of what you believe you are capable of, but you also sometimes enter a state of grace that you find only if you strip away what is truly non-essential (which turns out to be most of what you worry about). Struggling helps you learn who you really are and who you really want to be.

3. THE NEVER-ENDING REGRETS
As newly-crowned NASCAR champion Joey Logano told me, "It's really cool to have the opportunity to have a pressure. A lot of people don't get the opportunity to have pressure. It's a privilege to have pressure. There's no better feeling than when your back was against the wall." Feeling pressure means you have the chance to do something meaningful, something that matters to you, something you care about. Embrace opportunities to feel pressure. You should only be concerned if you never feel pressure... because that means you're missing out on good opportunities to improve yourself and to truly live.

4. THE OCCASIONAL REGRETS
Think about something you wish you had done better. Or handled differently. Or think about something you wish you had done but for whatever reason, you didn't. Painful? True. It's also motivating. Use that motivation today. Call a friend you've lost touch with. Mend fences with a family member. Be the bigger person and say you're sorry. Do something you wish you had done — you'll be thankful you did.

5. THE NEED TO BE PATIENT
Staying patient, especially when others do not, is the way it is. Your life is to live your life inside the world, to try not to bash into the walls too much. Try to have a nice family life, have fun, save a little money... but that's a very limited life. "Life can be much broader once you discover one simple fact: Everything around you that you call 'life' was made up by people who were no smarter than you and who can change it. You can influence it. ... the minute you understand that you can change it, that you can mould it, that's maybe the most important thing. To shake off this erroneous notion that life is there and you're just going to live in it versus embrace it, change it, improve it... and make your mark upon it."

IN CONCLUSION
It's much easier to follow a path estab- lished by others. It's much easier to fol- low than lead. Living life on your own terms is hard. Being yourself is scary. But being yourself, especially when others do not, is lonely — but that's what makes you an entrepreneur. Be glad that you're one!

Jeff Haden is a speaker, ghostwriter, and author of The Motivation Myth: How Highly Successful People Really Set Themselves Up to Win. To engage with him, send us an email at editor@leaderonomics.com.

COUNT YOUR BLESSINGS
By JEFF HADEN
editor@leaderonomics.com

OR most people, the holiday season means giving thanks: For family, for friends... and for the many blessings we often forget to count.

That last point can be especially true for entrepreneurs. The uncertainty, stress and challenges entrepreneurs face on a nearly constant basis, especially in the early days of a start-up, can make it hard to find reasons to give thanks.

Yet, those challenges are also the per- fect reason to give thanks, since facing and overcoming those challenges are what will make you a better entrepre- neur, better leader and better person.

This year-end, take a moment to give thanks for a few of the things that you might not realise are actually blessings in disguise.

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5. THE NEED TO BE PATIENT
Staying patient, especially when you dream big dreams, is rarely fun. But being forced to wait can be a good thing. Painful? Sure. It’s also motivating. Use that motivation today. Call a friend you’ve lost touch with. Mend fences with a family member. Be the bigger person and say you’re sorry. Do something you wish you had done — you’ll be thankful you did.

6. THE CHALLENGE OF FORGIVING YOUR OWN PATH
Steve Jobs believed in the power of taking an unconventional path of doing things that other people usually don’t consider doing.

As he once said, “When you grow up, you tend to get told that the world is the way it is. Your life is to live your life inside the world, to try not to bash into the walls too much. Try to have a nice family life, have fun, save a little money... but that’s a very limited life. "Life can be much broader once you discover one simple fact: Everything around you that you call ‘life’ was made up by people who were no smarter than you and who can change it. You can influence it. ... the minute you understand that you can change it, that you can mould it, that’s maybe the most important thing. To shake off this erroneous notion that life is there and you’re just going to live in it versus embrace it, change it, improve it... and make your mark upon it.”

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Ushering in a New Digital Era

MORE than 10 years ago, a group of brave women and men decided to leave their lives as they knew it and join me in this journey called Leaderonomics. We saw the need to democratise leadership and make it accessible to everyone – especially the poor and underprivileged in developing countries in Asia and across the world.

As part of our dream to make leadership development accessible to everyone, we knew early on that reach matters. We knew that the fastest way to reach the remote parts of the world was through the media.

And so, in 2012 we began purchasing pages from The Star newspaper to provide free leadership content via this pull-out.

As the cost of print began to escalate for us and broadband penetration in Malaysia and many developing countries started to grow, and to ensure more people have access to our content, we were left with the decision to stop our weekly print publication and focus on delivering even more via the digital frontier.

To really democratise leadership, we had to reinvent our digital footprint to be able to bring our leadership content to the masses.

So, this will be our final print issue in The Star. We will be going fully digital (and we have been preparing for this transition for more than nine months now, with the digital exclusives that we offered each week to everyone for free).

Many of you have signed up for our weekly digital magazines and are already enjoying our daily dose of great leadership content on Leaderonomics.com.

In fact, we not only have the content in English, we also started our Bahasa Malaysia work last year and will be adding more languages – Thai, Mandarin, Indonesian and many others in the future.

Throughout these six years, we have had some excellent editors who have each taken us up a notch during their respective tenures.

From Lily Cheah to Sandy Clarke, and now with Lydia at the helm, all of them have been backed by an outstanding team of inquisitive, curious and talented people who not only create fantastic content, but also curate some of the best leadership content worldwide from great leaders such as Jack Welch, John Maxwell, Simon Sinek, and many other remarkable leaders and authors.

Each of them will continue to play a part as they continue to contribute great content to Leaderonomics.com. Leaderonomics is driven by our science of building leaders’ philosophy and research, where we believe that leadership begins early in life.

Our science dictates that differing experiences and situations mould a person into a leader.

Each phase, from character formation in childhood (both moral and performance character), to value formation in adolescence, to the development of a personal vision in young adulthood, to the development of a leadership point of view after experiencing various crucibles in adulthood, is a milestone that critically shapes our abilities and leadership capabilities.

At Leaderonomics.com, it is our mission to curate and create amazing content that helps each person go through our science of becoming a great leader. We partner with children, youths, adults and leaders to help them improve daily, little by little.

We are indeed going to miss having our print publication, but we know that with our focus on ensuring a fully digital experience for everyone in the world, we will be able to offer much more to many more people – more than we could ever offer in print.

Our content continues to reach millions of people worldwide – with a growing base in the United States, Malaysia, Singapore, the Philippines and India – through our various digital channels which include our weekly e-newsletter and YouTube channel.

In the coming years, we aim to focus on and grow thought leadership content from prominent leaders from in and around the region.

To this end, our newest channel – Leaderonomics.com/bm, which launched early last year – has grown its audience steadily up to thousands in this region with time-limited videos and articles in Bahasa Malaysia.

We hope you join us (and bookmark us today!) for your dose of daily leadership content going forward.

Coming soon is a brand new podcast channel in which you will gain insights from prominent leaders across all industries and functions, including areas such as talent development, mindfulness, technology, corporate governance, branding and marketing, and leadership.

So, look out for these daily podcasts which will be coming out to you in a few weeks on Leaderonomics.com.

Our extensive back catalogue of the weekly e-mag (available at bit.ly/ldrEmag) will remain free to read, true to our mission to provide access to inspiring thought leadership content from around the world.

Thank you for being great supporters of this pull-out. The Leaderonomics.com team wishes to thank all of you for reading us in print throughout all these years, and we’ll see you on Leaderonomics.com soon.

Goodbye print, see you on digital!

Wishing each of you a blessed new year, Roshan Thiran and Lydia Gomez Editor and Managing Editor

Visit bit.ly/ldrEmag to download your copy of the e-mag and remember to subscribe to our weekly e-newsletter at bit.ly/subscribeLD.
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