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THE CORPORATE AGENDA

DIVERSITY, INTEGRITY AND
ACCOUNTABILITY

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Self-leadership

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FRANKENSTEIN FIASCO
What happens when a leader breaks all the rules?

IAN SAYS

THE ESSENCE OF LEADERSHIP BEGINS WITH THE SELF

IT has been a year to remember, with so many wonderful memories and amazing people that we have crossed paths with. As this is the final pullout for the year, all of us from the editorial and business development team would like to take this opportunity to thank all of you – our loyal and awesome readers who have written in to us, to show unwavering support, share insight, and how our variety of articles have impacted your lives. As we come to the conclusion of the year, we look forward to an amazing year ahead and how we can continue to compel and inspire one another.

Our theme for this week would be in the area of self-leadership, and no one expresses it as well as Plato, the Greek philosopher: “The first and best victory is to conquer self.” Very often, we perceive leadership as an external expression of influence. There is a figurehead, or individual who is officially elected or chosen into power, and everyone else who is subservient to the leader who is in power.

However, self-leadership looks not at the followers, but at the leader itself. Robin Sharma in his bestselling book *The Monk Who Sold His Ferrari* said this about self-leadership, as he quoted Sir Edmund Hillary, known as the first person to reach the summit of Mount Everest, “It is not the mountain we conquer but ourselves.” The essence of self-leadership then is about mastering and conquering ourselves.

Jerry Acuff delves deeper into how self-awareness is the genesis of success, and looks at a number of crucial areas to attain insight, and knowing that our self-image can be changed is indeed an extremely empowering state of mind to possess. The anonymous quote at the end perfectly sums it up, “Your future depends on many things, but mostly on you.”

In this week’s *Be A Leader* column, Eric Lau looks at the power of self-leadership, and how our private world determines the measure of our public success. He shares with us three very relevant reflection points: a leader’s motivation, a leader’s family, and a leader’s health. His clarion call to every leader and individual is to make time to reflect which will lead to an increased self-awareness.

Starting Young this week shines the spotlight on our Leaderonomics Youth team’s highlights for the entire year. From our three main initiatives and special projects, we are extremely proud to share that a new record of number of participants and programmes has been set!

Finally, this week’s *Movie Wisdom* looks at Victor Frankenstein being on the brink of madness, and how it teaches us the importance of social support systems, passion, and staying true to our values when it comes to leadership.

Signing off for now, and have a wonderful Christmas celebration and New Year’s ahead! May the odds of 2016 be ever in our favour.

Carpe diem,
IAN LEE
Editor
Leaderonomics.com

TUNE IN

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THE GENESIS OF SUCCESS: SELF-AWARENESS

By **JERRY ACUFF**
editor@leaderonomics.com

“I think self-awareness is probably the most important thing towards being a champion.” – Billie Jean King

I agree. Self-awareness is the genesis of success. It’s similar to what they say about history. If you want to understand the future, look to the past.

If you want to figure out what you need to do to succeed, you need to look back and see what has worked well for you. And what hasn’t.

Basically, you need to understand yourself – your strengths, your weaknesses, likes, dislikes, passions, etc.

‘WHO AM I?’

Life is a series of journeys or passages (as author Gail Sheehy would describe it). You aren’t the same at age 30 that you were at age 13 or age three. And you are unique.

No one else in the universe – even an identical twin – has experienced the same things you have and reacted in the way you have. And although you will change and grow, your innate abilities already exist.

Who are you? What do you value? What do you like? Dislike? Who do you want to become? All of these are different aspects of self-awareness. True self-development only begins once you gain a good understanding of who you are and what or who you want to be.

You may be thinking “I already know who I am.” But do you really?

According to statistics, you probably don’t. One million students were asked to rate their ability in terms of how well they got along with others.

Eighty-five per cent rated themselves in the top 50%. Perhaps even more surprising

was that 25% felt they belonged to the top 1%. Obviously, misconceptions exist.

SELF-IMAGE

As Maxwell Maltz explains in one of my favourite books, *Psycho-Cybernetics*, your self-image is the key to a better life because all your actions, feelings, and behaviours are based on your self-image.

What you think and do is based on how you imagine yourself to be. That means if you change your concept of who you are, you can change anything else.

You have the power to change the way you act and react to what happens in your life. You can decide not to let the little things bother you. You can decide that you are worthy of success. Ultimately, you can accomplish those lofty goals.

CONCLUSION

Knowing that you can change your self-image can be empowering. Visualise the person you want to be – that will help you figure out what you need to do to get there.

And think of what a difference you can make in your life – and those of others. Don’t expect it to be easy. But anything worthwhile requires time and effort. The end result is worth it.

“Your future depends on many things, but mostly on you.” – Anonymous

■ *Jerry Acuff is the founder of Delta Point, Inc. a leading corporate consulting firm that focuses on building relationships with customers and employees and improving the effectiveness of sales professionals. He is the author of multiple books and has consulted the White House on health care reform. Tell us if you can identify the “Forrest Gump” in you to achieve what you potentially can be in life at editor@leaderonomics.com*

If you found a particular article insightful or interesting, we would love to know your thoughts. Please email us at editor@leaderonomics.com

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

The opinions expressed in this leadership guide are those of the writers or the people they quoted and not necessarily those of Leaderonomics.



LIFE, OH LIFE, OH LIFE ... OH LIFE

IF the title sounds familiar, that’s because it’s taken from the song *Life* by Des’ree.

So what is your guiding philosophy in life? How does your life orientations look like at a personal and professional level?

LIFO method is a behavioural profiling tool developed to help people understand their behavioural preferences, as well as how to improve themselves and their relationships by studying the interaction of each other’s personal styles and strengths.

P. R. Kalaivanan, a strategic partner associated with Leaderonomics, shares on this topic of life orientations and LIFO method.

For other great leadership insights, including those by Marshall Goldsmith, visit www.leaderonomics.com. If you missed any of our past issues, go to www.leaderonomics.com/publications and **download for FREE!**

Listen to this podcast by scanning the QR code and post your comments there. To know more about LIFO method and how it can help your organisation, write to us at training@leaderonomics.com

For more great interviews, look us up by typing “**Leaderonomics Media**” on your web browser.

Sit back and enjoy what we have in store for you!

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THE CORPORATE MELTING POT

LEVERAGING DIVERSITY IN THE WORKPLACE

MALAYSIA'S multi-ethnic and multi-cultural society provides one of the most conducive environments for diversity. For generations, people of different races, religions and cultures have intermingled and interacted with one another, creating a harmonious blend that serves to strengthen our economy.

To tackle the modern challenges of globalisation, various strategies are adopted to promote and encourage companies to improve on their diversity policies with regards to ethnicity, gender and age. Beginning January 2015, Bursa Malaysia has required all listed companies to establish and disclose in their annual reports their diversity policies, covering gender, ethnicity and age for board and management.

The sharing of best practices in managing and supporting diversity in the workplace is aimed to further strengthen the application of the diversity policies.

To incentivise the adoption of diversity policies in Corporate Malaysia, Talent Corporation Malaysia (TalentCorp) supported several awards for companies that demonstrate exemplary effort in their diversity policies such as the **National Annual Corporate Report Awards (NACRA)** and the **ACCA Malaysia Sustainability Reporting Awards (MaSRA)**, by introducing new awards for best practices in diversity and inclusion.

DIVERSITY IN MALAYSIAN COMPANIES: WHERE DO WE STAND?

In a collaboration with PwC Malaysia, TalentCorp has recently published the findings of its "Diversity in the Workplace 2015" survey. The survey provides us with the current diversity landscape in Corporate Malaysia.

The survey was derived from 130 respondents including 67 of the largest 100 listed companies by market capitalisation, representing 70% of Bursa's total market capitalisation.

GENDER

While women make up 60% of local university graduates according to the *World Bank Malaysian Economic Monitor*, the National Female Labour Force Participation Rate stands at 53.6% as at 2014, which is one of the lowest in the region.

The survey shows that men still outnumber women in top management across various industries.

Citing various reasons for leaving the workforce such as starting a family, many women face problems re-entering the labour force after a long hiatus, thus hurting their career prospects.

Women make up a portion of the workforce that is just as large as that of men. Sidelining women, especially those who seek work-life balance or a more family-friendly work environment,

would lead to a narrowing of the talent pool available to employers.

International experience suggests flexible work arrangements (FWA) is an effective tool to retain women talent. However, only a minority of companies implement FWA or plan to enhance work-life practices.

Additionally, the growing dominance of women as a consumer base also makes the input of women in leadership positions crucial. A mix-gendered workforce could offer different viewpoints, ideas and market insights which enable better problem-solving to gain a competitive advantage in serving the increasingly diverse customer base.

Women account for an average of 22% of top management, and this percentage varies significantly by sector (see Figure 1).

Results of the TalentCorp-PwC survey show that:

31% of companies have no board members under the age of **50 years old**.

24% of companies have top management made up of a **single race**.

10% of companies have **single-race boardrooms**.

DIVERSITY MOVING FORWARD

While some companies are striving towards diversity, the survey shows that much remains to be done to create a workplace that is less stratified and more inclusive, as the gender, ethnic and age make-up of the Malaysian population is still not well-reflected in the corporate environment. As we march towards a high-income

economy, initiatives that promote diversity will continue to be improved and perfected upon so that we can achieve a prosperous and socially just future.

■ To find out more about best workplace practices for companies, visit <http://flexworklife.my/resources/case-studies>



Our mix of religion and ethnicities could have divided us, instead our diversity has strengthened us. In line with this spirit, Bursa Malaysia has made disclosure of diversity policy mandatory for listed companies beginning 2015 and has encouraged disclosure on composition of workforce."

— Prime Minister Datuk Seri Najib Tun Razak

WOMEN REPRESENTATION AT BOARD LEVEL

On average, women account for 13% of board members. However, 31% of companies have no women in their board.



Amongst **top100** listed companies, **only 11** with **>25% women** on board



Based on Top 100 listing as at August 2015



While **25** of the **top 100** listed companies have **0% women** on board

- | | |
|-----------------------------|--------------------------------|
| IOI Corporation Bhd | Cahaya Mata Sarawak Bhd |
| Genting Bhd | Boustead Holdings Bhd |
| Genting Malaysia Bhd | Magnum Bhd |
| Kuala Lumpur Kepong Bhd | Carlsberg Brewery Malaysia Bhd |
| RHB Capital Bhd | UOA Development Bhd |
| IJM Corporation Bhd | Hong Leong Capital Bhd |
| Batu Kawan Bhd | Berjaya Auto Bhd |
| IOI Properties Group Bhd | Alliance Financial Group Bhd |
| Genting Plantations Bhd | QI Resources Bhd |
| Fraser & Neave Holdings Bhd | Berjaya Sports Toto Bhd |
| Hartalega Holdings Bhd | Berjaya Land Bhd |
| United Plantations Bhd | IJM Plantations Bhd |
| | OSK Holdings Bhd |

GENDER COMPOSITION BY INDUSTRY (TOP MANAGEMENT)

On average, women account for 22% of top management however with significant variation by sectors.

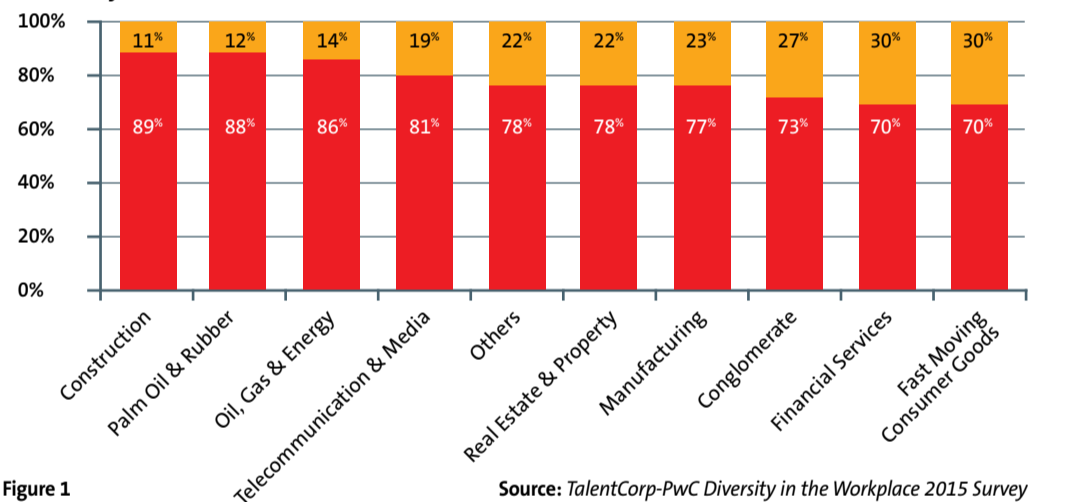


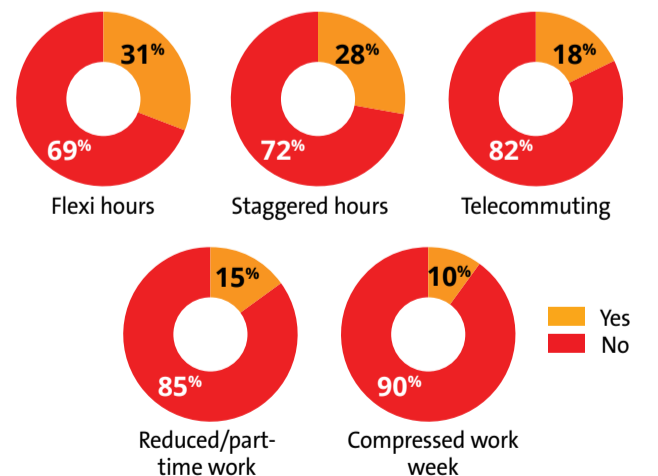
Figure 1

Source: TalentCorp-PwC Diversity in the Workplace 2015 Survey

WORK-LIFE PRACTICES

Percentage of companies that offer flexible work arrangements (FWA)

Minority of companies surveyed have forms of FWA commonly practised internationally



Percentage of companies with future plans to enhance or implement work-life practices

Only 10% of companies surveyed plan to enhance or implement work-life practices within a year

Source: TalentCorp-PwC Diversity in the Workplace 2015 Survey

NACRA 2015

RECOGNISING EXCELLENCE AND BEST PRACTICES IN CORPORATE REPORTING

By LIM LAY HSUAN
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In this day and social media age, the clarion call for greater accountability and transparency gets louder at a personal, corporate and national level.

Launched in 1990, the **National Annual Corporate Report Awards**, or NACRA, has remain relevant in promoting excellence and best practices in annual corporate reporting.

Jointly organised by the Malaysian Institute of Accountants, the Malaysian Institute of Certified Public Accountants and Bursa Malaysia, NACRA continues its theme *Towards Accountability and Excellence* to raise the standards in annual reporting.

The five categories of awards offered through the years are: Overall Excellence Awards, Industry Excellence Awards for Listed Companies, Presentation Awards, Corporate Social Responsibility Reporting Awards, and the Special Award for Non-Listed Organisations.

NACRA'S OBJECTIVES

- To promote greater and more effective communication by organisations through the publication of timely, informative, factual and reader-friendly annual reports.

- To recognise and encourage excellence in the presentation of financial and business information.
- To create public awareness of the objectives of organisations, their operations and their financial performance.
- To promote higher standards of corporate governance.

EMBRACING DIVERSITY AND INCLUSION

What's unique is that NACRA has introduced the sixth category of award this year, the **Inclusiveness and Diversity Reporting Awards**, in a joint effort with Talent Corporation Malaysia (TalentCorp).

This is in response to Prime Minister Datuk Seri Najib Tun Razak's announcement in 2014 on the need for organisations to establish and disclose their diversity policies, covering gender, ethnicity and age for board and management.

This new category is timely to recognise and value the various talent from different backgrounds. By embracing diversity and inclusion (D&I) in the workforce, we bring more innovative ideas to the boardroom to drive an organisation to greater heights.

The winners for this category are:

- CIMB Group – Gold Award
- Nestlé Malaysia – Silver Award
- Astro – Silver Award



Winners at NACRA 2015.

3Cs CRITERIA FOR CONSIDERATION

COMPLETENESS

Companies would have to adhere to the Global Reporting Index (GRI) G4 standards which require in-depth reporting of their diversity. This includes data-year trend and disclosure based on GRI.

COMMUNICATION

The language used must be clear and concise to various stakeholders. Companies must communicate how D&I is important for their business and how it ties in the organisation's sustainability strategy. The intention is to have companies report beyond "ticking boxes" that the GRI G4 requires.

CREDIBILITY

Companies need to demonstrate how they 'walk the D&I talk' by making conscious effort in putting their policies into practice. This can be observed in their actual board and workforce composition/gender diversity practices.

■ To find out more about NACRA Awards and its collaboration with TalentCorp, visit www.talentcorp.com.my/our-work/industry-collaborations/nacra-awards



CIMB's Board reflects the diversity of their organisation, encompassing different nationalities, age and gender, in line with their regional presence.

SPEARHEADING THE D&I AGENDA

CIMB GROUP Gold Award

CIMB recruits based on organisational needs and the ability of the potential employee to excel where high performance is expected.

CIMB harnesses local talents and treats diversity as an asset. Its people policies do not discriminate on gender, race, religion, orientation or nationality.

Leadership training for universal bankers also focuses on diversity. This is referred as the 2x2x2 Principle: two functions, two businesses and two geographies. Senior leaders must serve in such capacities as they grow with CIMB.

Women make up 59% of total staff at CIMB. In 2013, the Ministry of Women, Family and Community Development awarded CIMB "The Preferred Workplace for the Advancement of Women" accolade.



Diversity is represented well in CIMB. These factors in the annual report stand out:

- Has a policy in place and also relates diversity to their business
- Well-communicated and easy to read especially on the gender diversity section
- Discloses on the breakdown by gender, age and country (representing the bank's diverse nature of operations across Asean)
- Special section on women in their workforce
- A diverse board and senior management team

"It is our ability to leverage on diversity and harness its value that has given us the competitive edge. Embracing diversity means we leverage on talents of different cultures, educational backgrounds, gender and age groups."
– Hamidah Naziadin, CIMB Group chief people officer

Figure 1: Women in decision-making roles

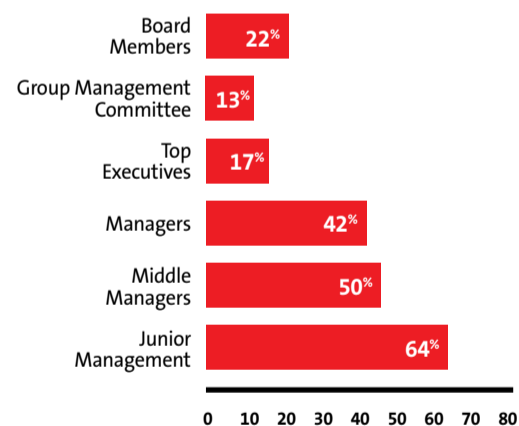


Figure 2: Percentage of women participants in various CIMB programmes

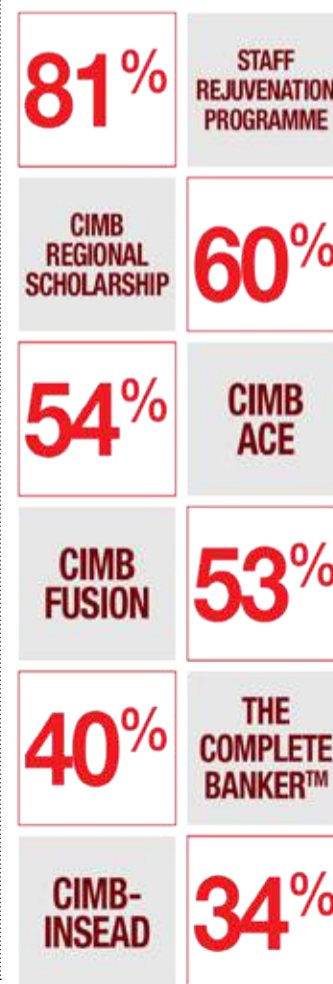
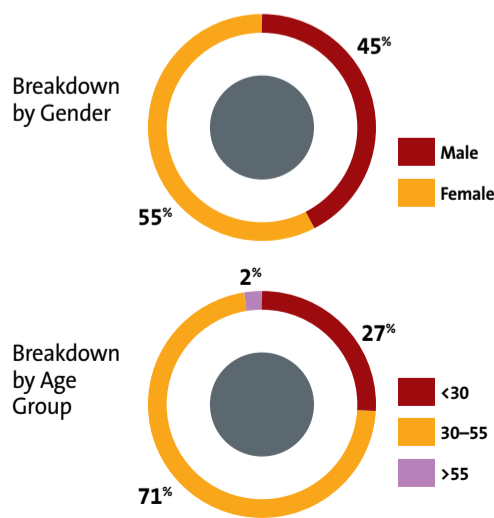


Figure 3: CIMB workforce by gender and age group



Source: CIMB Sustainability Report 2014

NESTLÉ MALAYSIA

Silver Award

Being a global company operating in almost every country in the world, Nestlé has a diverse workforce, be in it terms of gender, ethnicity, age, nationality or languages. Diversity at Nestlé is about celebrating differences.

Nestlé ensures each individual carrying a variety of personalities and backgrounds has equal opportunity to be recognised, respected and nurtured to excel at what they do, so that they fulfill their highest potential with the organisation.

Nestlé believes that the more widespread the experiences and ideas, the more robust the discussion and the higher quality the solutions that are brought to the table. This leads to good business sense in any decision-making.



Good Food, Good Life

“As an employer, when you are recognised for supporting and being open to diversity, then you attract a wider talent pool. It is no longer enough to be a workplace that only offers tangible benefits.” – **Alois Hofbauer, managing director of Nestlé Malaysia**



Silver award winners Nestlé Malaysia and Astro at NACRA 2015.

NESTLÉ PROVIDES DETAILED DISCLOSURE IN ITS 2014 ANNUAL REPORT IN TERMS OF BREAKDOWN OF NESTLÉ MALAYSIA'S MANAGEMENT AND EMPLOYEES FOR ETHNIC COMPOSITION, AGE GROUP AND GENDER.

Figure 4: Nestlé Malaysia's employees in terms of ethnic composition, age group and gender

ETHNIC	Mgt	%	N-Mgt	%	Temporary	%	Total	%
Bumiputera	491	8.6%	3,555	62.3%	31	0.5%	4,077	72%
Chinese	812	14.2%	334	5.9%	15	0.3%	1,161	20%
Indian	131	2.3%	246	4.3%	7	0.1%	3,84	7%
Others	63	1.1%	13	0.2%	4	0.1%	80	1%
Total	1,497	26.3%	4,148	72.7%	57	1.0%	5,702	100%

AGE	Mgt	%	N-Mgt	%	Temporary	%	Total	%
Below 30	311	5.5%	1,565	27.4%	26	0.5%	1,902	33%
30-50	1,063	18.6%	2,261	39.7%	7	0.1%	3,331	58%
Above 50	123	2.2%	3,22	5.6%	24	0.4%	4,69	8%
Total	1,497	26.3%	4,148	72.7%	57	1.0%	5,702	100%

GENDER	Mgt	%	N-Mgt	%	Temporary	%	Total	%
Male	772	13.5%	2,940	51.6%	33	0.6%	3,745	66%
Female	725	12.7%	1,208	21.2%	24	0.4%	1,957	34%
Total	1,497	26.3%	4,148	72.7%	57	1.0%	5,702	100%

Figure 5: Nestlé Malaysia's board of directors in terms of ethnic composition, age group and gender

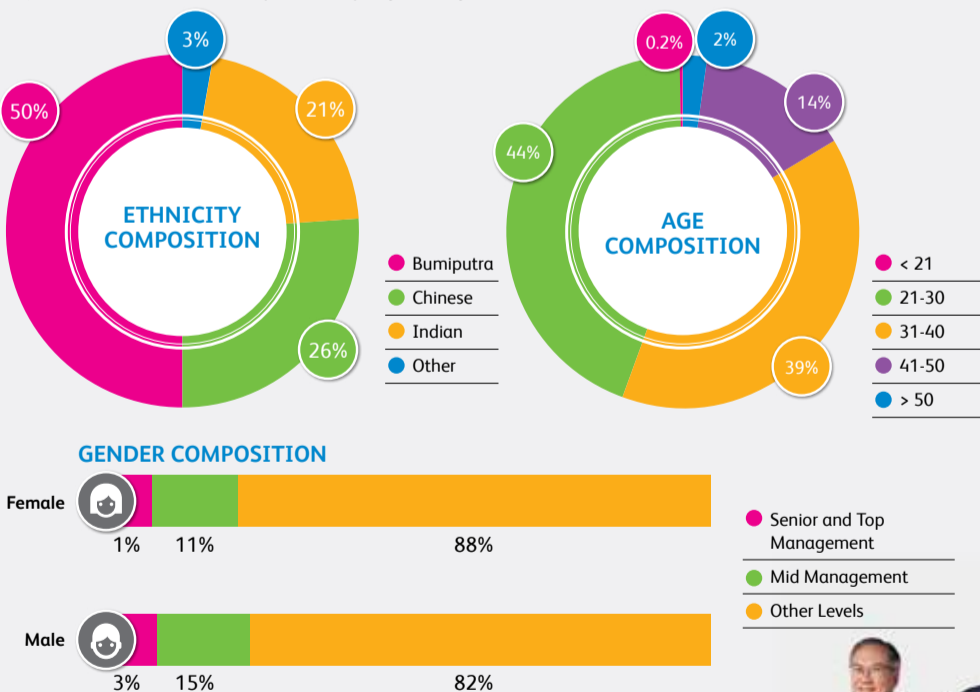
ETHNIC	%	Total
Bumiputera	37.5%	3
Chinese	25.0%	2
Indian	0.0%	0
Others	37.5%	3
Total	100.0%	8

AGE	%	Total
Below 30	0%	0
30-50	25%	2
Above 50	75%	6
Total	100.0%	8

GENDER	%	Total
Male	75%	6
Female	25%	2
Total	100.0%	8

Source: Nestlé in Society 2014 report

Figure 6: Astro workforce by ethnicity, age and gender



Source: Astro's Annual Report 2015



ASTRO Silver Award

Astro is a melting pot of over 4,800 employees from diverse backgrounds, and it is as diverse as the seven million households it aspires to serve.

Astro believes that anyone, given the opportunity, can be champions.

Astro also places great importance on strengths that move past the conventional, resulting in a dynamic and multifaceted team of creative individuals.

Astro's belief in strength through diversity has resulted in producing many wholesome teams of very creative and dynamic individuals who "Go Beyond" in their work.



Astro's board of directors reflects the diversity of their organisation.

“The people who work at Astro are as diverse as the seven million households we aspire to serve. This ethnic and cultural richness is integral to how we work and something we constantly champion. With 41% of our talent below 30 years old, and women making up 52% of our total staff and three out of eight directors of our board, Astro is a place for everyone to shine, regardless of age, background and gender.” – **excerpt taken from Astro's annual report 2015**

ACCA MALAYSIA SUSTAINABILITY REPORTING AWARDS 2015

CELEBRATING CORPORATE TRANSPARENCY IN SUSTAINABILITY REPORTING

By NINA TI
nina.ti@leaderonomics.com

In a dazzling tour de force at this year's ACCA Malaysia Sustainability Reporting Awards (MaSRA), seven organisations were unveiled as champions of corporate transparency – based on how they had communicated their sustainability performance.

More than 200 business leaders and guests attended the highly-anticipated ceremony on Dec 1, 2015, to celebrate the naming of this year's winners out of a field of 51 participating companies.

The ACCA MaSRA honours companies that demonstrate the highest standards in not only sustainability reporting but primarily in sustainability practices.

This year, the awards applauded organisations that had integrated the core elements of sustainability reporting – environmental, economic and social – into their strategy and value chain.

A 11-person judging panel chaired by Goh Ching Yin, executive director of Securities

Commission Malaysia, examined the annual reports of each participant to determine which ones had put sustainable and inclusive growth at the heart of their culture, and gave merit to those who reported their practices with the highest level of disclosure.

Deliberations by the judges focused on criteria outlined in the green growth agenda within the 11th Malaysia Plan, which aims to shift sustainability from a narrow focus on natural assets to wider production processes.

SURPASSING ALL EXPECTATIONS

The ACCA MaSRA is the longest-running sustainability reporting awards in the country. Since 2002, these awards have championed corporate social responsibility and sustainability in Malaysia.

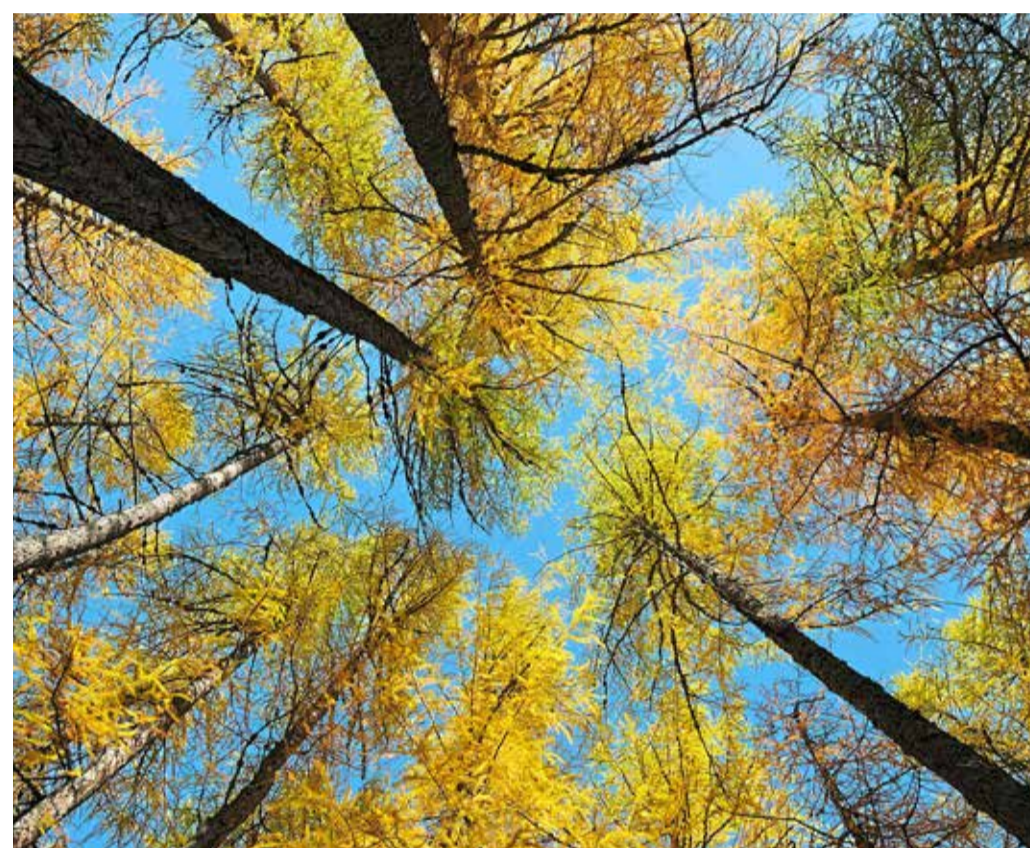
In his keynote address during the award-giving ceremony, Minister in the Prime Minister's Department Datuk Seri Abdul Wahid Omar said: "The winners of the ACCA MaSRA have clearly demonstrated that profitability and sustainability need not be mutually exclusive."

"In fact, organisations that embrace inclusivity (including diversity) and sustainability, which are key components of the New Economic Model, have proven to perform better than their competitors in the long run."

In 2013, ACCA in partnership with Talent Corporation Malaysia (TalentCorp), introduced a new category of **Best Workplace Practices** to further align the awards to the rapidly evolving needs of Malaysian businesses in today's global economy.

What are the aims of the ACCA MaSRA 2015?

- Encourage the uptake of sustainability reporting
- Give recognition to those organisations which report and disclose full sustainability information, including environmental, economic and social matters
- Raise awareness of corporate transparency issues



ACCA Malaysia Sustainability Reporting Awards (MaSRA) 2015
Think Ahead ACCA Supported by TalentCorp MALAYSIA Endorsed by BURSA MALAYSIA



(L to R): Goh Ching Yin, executive director of market development, Securities Commission Malaysia; Sridharan Nair, managing partner, PwC Malaysia; Datuk Tong Poh Keow, group chief financial officer, Sime Darby Bhd; Tan Sri Syed Anwar Jamalullail, chairman, Nestlé (M) Bhd; David Chin, head, ACCA Malaysia; Mohamad Idham Nawawi, group chief corporate officer, Axiata Group Bhd; Datuk Seri Abdul Wahid Omar, Minister in the Prime Minister's Department; Datuk Dr Lukman bin Ibrahim, president, ACCA Malaysia Advisory Committee; Vimala Menon, independent non-executive director, DiGi.Com Bhd; Nor Azahar Husain, head, sustainability and quality management, Sime Darby Property Bhd; Teh Soo Tyng, director, sustainability strategy and programme, Nets Printwork; Johan Mahmood Merican, CEO, TalentCorp.

BEST SUSTAINABILITY REPORT

Overall Winner
Axiata Group Bhd

Axiata Group Bhd added another feather to its cap when it was named the overall champion of the ACCA MaSRA 2015 Awards.

The organisation's submitted report impressed the judges for the level of disclosure, which was seen to be robust and showed a good understanding of sustainability-related risks in its business operations across various countries, each with its different sustainability reporting requirements.

According to Goh Ching Yin, chairman of the judging panel of ACCA MaSRA 2015 and executive director of market development, Securities Commission Malaysia: "Axiata came out on top this year due to its ability to link its long-term and short-term sustainabil-

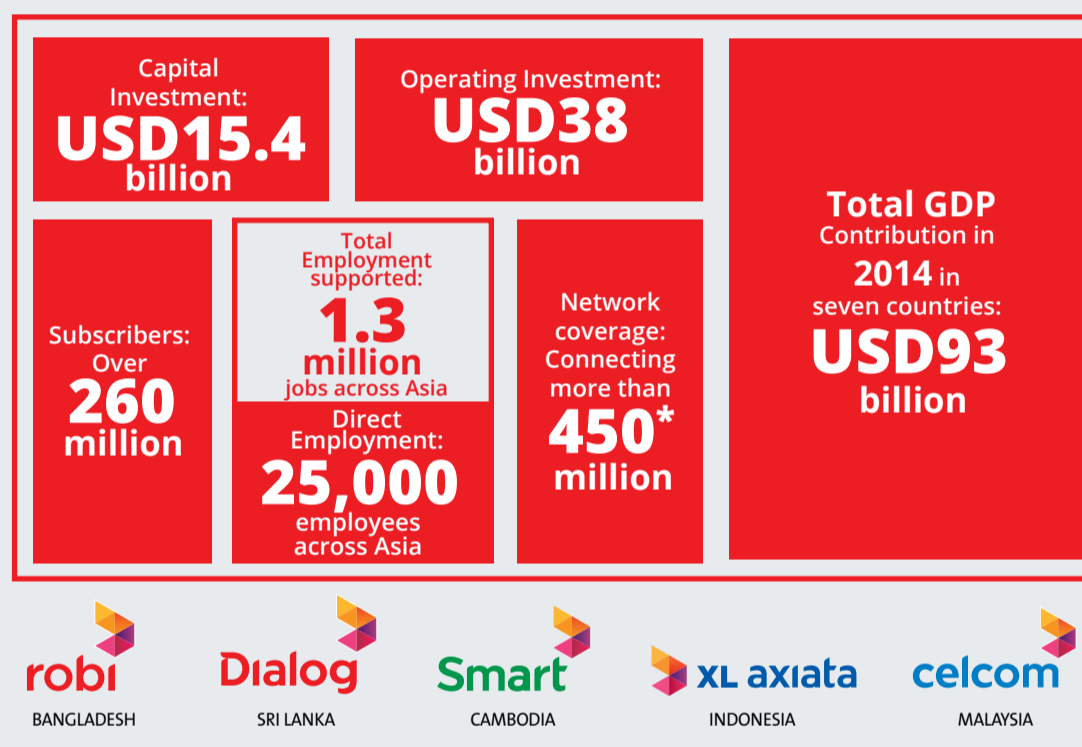


ity goals and plans to Axiata's core business.

"It was interesting to note how the report extended to cover the sustainability initiatives of its regional offices. The report also had a good identification of materiality analysis and stakeholder engagement."

Beyond reporting, Axiata Group Bhd had also put in place policies and practices for not only its Malaysia operations but the group as a whole to ensure sustainable practices are adopted globally.

AXIATA GROUP BHD'S SUSTAINABLE PRACTICES HAVE PRODUCED ECONOMIC AND SOCIAL CONTRIBUTIONS FOR MANY DIFFERENT NATIONS.



ACCA Malaysia Sustainability Reporting Awards (MaSRA) 2015
Think Ahead ACCA

Best Workplace Practices



(L to R): David Chin, head, ACCA Malaysia; Sridharan Nair, managing partner, PwC Malaysia; Datuk Seri Abdul Wahid Omar, Minister in the Prime Minister's Department; Datuk Dr Lukman bin Ibrahim, president, ACCA Malaysia Advisory Committee

BEST WORKPLACE PRACTICES

Winner
PwC Malaysia

In collaboration with TalentCorp, ACCA awarded the Best Workplace Practices Award to PwC Malaysia for their continuous effort in ensuring a diverse and inclusive workplace policy and practices in terms of gender and age, and also in promoting

family-friendly practices. TalentCorp chief executive officer (CEO) and judging panel member Johan Mahmood Merican attributed the win to a strong diversity and inclusion policy within PwC Malaysia.

He said: "PwC's report is our choice for showcasing best workplace practices. Women in PwC's senior management positions exceed the national target of 30%, which clearly shows that the organisation

walks the talk. Its achievements are not accidental as it is supported by initiatives to enhance inclusiveness like mentoring programmes, extending maternity leave to three months, enhancing flexible work arrangements and targeting women to rejoin the workforce."

AGE AND GENDER DIVERSITY AT PwC MALAYSIA



KEY HIGHLIGHTS

Diversity and inclusion

- 3 out of 8 newly appointed partners are women
- 50% of executive directors promoted are women
- Exceeded national target of 30% women representation in senior management positions

Work arrangements

- Employment for those with disabilities
- Flexible work arrangements
- FlexSpace programme allows for working away from office

Work-life benefits and family-friendly facilities

- Maternity and paternity leave provided
- Nursing room
- Designated carpark for pregnant women
- Back2Work programme to help professionals rejoin the workforce
- Health campaigns for employees
- Fun committees run by staff for staff to ensure an enjoyable working experience for everyone

WHAT THE JUDGES SAY:



BEST SUSTAINABILITY REPORT

Joint runner-up
DiGi.Com Bhd

"DiGi.Com's report sent a clear message that sustainability was at the core of the organisation's business strategy, as reflected in its CEO's statement and a set of sustainability policies that were in place. Apart from adopting a structured and consistent approach in assessing its material sustainability issues, the organisation also made an all-out effort by monitoring and reporting a set of KPIs to the DiGi Board of Directors and its parent company, on a quarterly or annual basis."

Selvarany Rasiah, chief regulatory officer, Bursa Malaysia



Good Food, Good Life

BEST SUSTAINABILITY REPORT

Joint runner-up
Nestlé (M) Bhd

"Nestlé's report was thorough, benchmarking against GRI requirements. Key points were referenced, the report attractively presented and it possessed good signposting throughout the entire report. "Nestlé showed that it really understands lifecycle thinking and has done a lot to innovate within the business. Nestlé's global sustainability policies are well translated in its Malaysia operations and this is evident in all its reports."

Thiagarajan Nadeson, head of market & education, WWF Malaysia



Property

BEST FIRST-TIME STAND ALONE SUSTAINABILITY REPORT

Winner
Sime Darby Property Bhd

"Sime Darby Property's sustainability report showcased the good things they are doing in terms of making townships more sustainable. It was also the only one which reported on corruption issues and the measures taken. It was quite transparent to that extent and provided a very clear overview of sustainability-related risks. The fact that it developed a sustainability index was also a positive from our perspective."

Rita Benoy Bushon, chief executive officer, Minority Shareholder Watchdog Group (MSWG)



BEST SUSTAINABILITY REPORTING IN SMES

Winner
Nets Printwork Sdn Bhd

"Nets Printwork has a good understanding of sustainability and its management is committed towards the adoption of sustainable practice. It is very important for the report to convey what drives sustainability, and it is clear for Nets Printwork that being sustainable and doing business are one and the same. For SMEs, the drive comes from the people at the top, and their aspirations are clearly seen in the company's operation and principles."

Sharifatu Laila Syed Ali, chief executive officer, ValueCap Sdn Bhd



BEST REPORTING WITHIN AN ANNUAL REPORT

Winner
Sime Darby Bhd

"Even though Sime Darby highlighted the decrease of 27% in lost time injury frequency rate, it was transparent in reporting the 12 fatalities and seven permanent disabilities that occurred in 2014. The company was also able to pinpoint the causes of those incidents and responded by holding training programmes to address high-risk activities. The company was also transparent in disclosing major delays and issues in its operating countries."

Salleh Hassan, director of Examinations & CPE and Corporate Governance, Securities Industry Development Corp (SIDC)

Growing People into Leaders,
Building Communities of Love

& Transforming the Nation



THANK YOU FOR AN INSPIRING 2015

As we look back on our journey, it's been a tremendous year of giving and growth. They say, no man is an island. It's people like you – our readers, partners, clients, participants, learners, suppliers, family, friends and Leaderonomers – who enable us to give our very best.

WITH YOUR HELP, LEADERONOMICS CONTINUES TO...

GROW PEOPLE INTO LEADERS

- Developed over 1000 leadership articles and videos for all
- Developed and executed over 300 employee development programmes for various organisations
- Supported numerous organisations in building culture and engagement processes

BUILD COMMUNITIES OF LOVE

- Executed 16 youth development projects impacting young lives and communities
- Set up 10 leadership clubs in secondary schools (Klang Valley & Penang)
- Developed intentional leadership programmes for over 1,500 university students

TRANSFORM THE NATION

- New offices in Johor Bahru, Borneo and Cambodia
- Vendor of the Year Awards 2015
 - Best Leadership Development Consultant (*Gold*)
 - Best Management Training Provider (*Gold*)
 - Best Psychometric Testing Provider (*Gold*)
- HR Excellence Awards 2015
 - SME Employer of the Year Award
 - Excellence in CSR Practices (*Gold*)
 - Excellence in Employee Engagement (*Silver*)
 - Excellence in Workplace Well-Being (*Silver*)

If you are an educator, business owner, HR leader, NGO leader, or just passionate about helping others grow to their fullest potential, we want to partner with YOU!

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Leaderonomics
The Science of Building Leaders



HRD Award winners of 2015 gathered on stage to pose for a photo with Richard (centre, in white) and Vignaesvaran (to his right) during the gala dinner event which took place on Dec 8 at Grand Hyatt Kuala Lumpur. – ROHAIZAT MD DARUS/STAR

CELEBRATING WORLD-CLASS TRAINING CULTURES

HRDF HOSTED THE HRD AWARD 2015 TO GIVE RECOGNITION TO EMPLOYERS AND TRAINING PROVIDERS FOR HUMAN CAPITAL DEVELOPMENT

By **PRETHIBA ESVARY**
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A report by the International Labour Conference of Geneva stated that “effective skills development systems – which connects education to technical training, technical training to labour market entry, and labour market entry to workplace and lifelong learning, can help countries to sustain productivity growth and translate that growth into more and better jobs.”

Stemming on this and other related studies which have shown a correlation between skills development and productivity levels, Minister of Human Resources, Malaysia Yang Berhormat Dato’ Seri Richard Riot Anak Jaem had this to say during his speech at the recent Human Resources Development (HRD) Award Gala Dinner:

“While Malaysia continues to invest more in education and training, there is also a need to pay more attention to learning outcomes – to the broader array of skills beyond academic achievement, and to technical and vocational education and training.”

HRD AWARD 2015

A good stepping stone to further motivate employers and training providers to continue to develop their workforce is through the recognition of their milestones.

One such avenue of recognition is the HRD Award, hosted by the Human Resources Development Fund (HRDF) or Pembangunan Sumber Manusia Bhd (PSMB) which took place on Dec 8 at Grand Hyatt Kuala Lumpur.

The purpose of the awards is not only to establish a healthy competition amongst HRDF-registered employers and training providers, but to also inspire them to reskill and upskill their employees.

The exclusive gala dinner event witnessed an award-giving ceremony to deserving employers from the manufacturing and services sector, and exemplary training providers that have put

in place strategic and concerted efforts to drive a world-class training culture within their organisation and circle of influence.

One of the main highlights of the event was the announcement by the Minister that the percentage of skilled workforce under HRDF coverage is at 38%, which is 10% higher than that of national level, which currently stands at 28%.

This was followed by a commending applause to HRDF for their concerted efforts over the years to move the local workforce up the value chain through accelerating the nation’s human capital development.

TECHNICAL COMMITTEE

The role of the Technical Committee is to evaluate participating employers and training providers in their specific categories based on a standard marking scheme which is based on the Malcolm Baldrige National Quality Award.

Employers and training providers who have clearly articulated and demonstrated their capabilities in their submissions, were shortlisted and notified for a site visit.

EVALUATION PANEL

The role of the Evaluation Panel is to validate the assessment of the Technical Committee and to conduct site visit verifications of the shortlisted organisations.

The duration of these site visits typically take one day, depending on the size of the organisation and the complexity of the evaluation.

The panel will then complete the evaluation and recommend the winners to the Minister of Human Resources, Malaysia.

CONCLUDING THOUGHTS

Yang Berbahagia Dato’ CM Vignaesvaran A/L Jeyandran said, “HRDF has come a long way from the first year it was set up, where acceptance from stakeholders were far from desirable.

“It was through hard work and dedication, and not forgetting the constant engagement with various stakeholders that HRDF is today disbursing over RM400mil in training funds annually.”

MINISTER AWARD		
Large employer	Manufacturing Service	Petronas Penapisan (Terengganu) Sdn Bhd Johor Port Bhd
SME employer	Manufacturing Service	HOLCIM (M) Sdn Bhd Amazing Borneo Tours & Events Sdn Bhd
Training provider		KnowledgeCom Corporation Sdn Bhd
PEMBANGUNAN SUMBER MANUSIA BERHAD (PSMB) AWARD		
Large employer	Manufacturing Service	Sensata Technologies Malaysia Sdn Bhd Sabah Electricity Sdn Bhd
SME employer	Manufacturing	Petronas Chemicals LDPE Sdn Bhd
Training provider		Sarawak Skills Development Centre or Pusat Pembangunan Kemahiran Sarawak Sdn Bhd
CREATIVITY & INNOVATION AWARD		
SME employer	Service	Amazing Borneo Tours & Events Sdn Bhd
PEARL AWARD		
Large employer	Service	KPJ Damansara Specialist Hospital Sdn Bhd

QUOTES BY SOME OF THE WINNERS



Petronas Penapisan (Terengganu) Sdn Bhd

Chief executive officer Hashim Majid relayed that his organisation focused a lot on capability development. He said, “To run unique refineries and chemical plants, we need to develop our employees’ competencies.” The organisation thus cater specialised development programmes according to the different level of employees. These include programmes for frontliners such as technicians, and management.



Sarawak Skills Development Centre

Executive director Hallman Sabri conveyed that in regards to human resource development (HRD), the objective of the organisation is to provide technical training for particular areas, i.e. vocation. According to chairman Tan Sri Amar Abdul Aziz Dato Husain (inset), one of the initiatives taken by the company is to upskill selected lecturers by sending them for specialised skills training in Germany. He believes that the Germans employ an effective method of teaching vocational skills and he intends for his lecturers to pick up the German technique of imparting knowledge, in terms of vocational education.



Amazing Borneo Tours & Events Sdn Bhd

Hinging on the company’s open concept, business development director Tyan Wong explained that the company constructed idea rooms, and recreational areas such as a gym and a gaming area which has a PlayStation 3 video game console for their employees. He relayed that the biggest challenge the organisation faces is in hiring talents. Wong said, “Sabah is a small city. So, most of the talents would have gone to Kuala Lumpur. We thus have to groom our employees from scratch.”



KPJ Damansara Specialist Hospital Sdn Bhd

Chief executive officer Zaharah Osman said 60% of the total workforce of the organisation is made up of nurses, and that these nurses work according to shifts. Well aware of the challenges that their nurses face in securing babysitters, and also to avoid absenteeism, one of the main initiatives that was undertaken by KPJ was the development of a childcare centre, Comel. The 24-hour centre which is managed by professional and trained staff was developed to ensure that these nurses would feel secure, and that they would be able to go about doing their jobs effectively.



THE POWER OF SELF-LEADERSHIP

LEARNING HOW YOUR PRIVATE WORLD DETERMINES YOUR PUBLIC SUCCESS



By **ERIC LAU**
editor@leaderonomics.com

SUCCESS is greatly valued in the corporate world. For organisations, success would mean hitting the bottom line, meeting shareholders' expectations and achieving their organisation's vision.

Corporate leaders will often spare no effort to achieve these goals. On one hand, success is sweet and welcomed. It brings with it personal satisfaction, financial rewards and meaningful purpose.

On the other hand, in the lust of achieving success, there can be downsides. Leaders can end up working too hard and working too late. This may lead to organisational culture and relationship breakdowns, and may even resort to unethical ways in business dealings.

All this is done in the name of achieving organisational success. So, does the end justify the means? Hopefully you will say no.

LEAD YOURSELF FIRST

A leader's job is to lead their organisation. But good leadership that leads to meaningful success can only be achieved when the leader first learns to lead himself.

The logic is simple: If you can't lead yourself, you can't lead others. The leader's private world will often determine their public success. However, leading oneself begins with self-awareness.

I used to be an *American Idol* fan. My favourite part of this reality television show is at the beginning of the season. This is where the auditions are held. It's fun to watch!

If you have followed the show, you know how this pans out for some contestants. You see this guy who "tries" to sing. Once he finishes, the judges deliver their verdict that he fails to move to the next round.

What happens next? He storms out of the audition room and the cameraman

follows him. He is obviously upset. He fights back. He accuses the judges of not appreciating his unique talent and being prejudice against him.

But wait. You and I who are watching the television know this guy cannot sing. The judges who are professionals know this guy cannot sing.

However, the only person who does not know that he cannot sing is himself! He has absolutely no sense of self-awareness with regard to his ability (of rather inability) to sing.

I'm afraid many corporate leaders are in the same boat. In their drive to achieve success, they have very little self-awareness as to how they are actually leading themselves and others. They are often blind-sided by the immediate and lose sight of what really matters.

However, a leader's self-awareness can only happen when there is self-reflection. There are many areas that a leader should reflect on, but let me focus on three major reflection points.

REFLECTION POINT NO. 1: A LEADER'S MOTIVATION

What motivates a leader's drive for success? I wish I could say that all leaders have pure motives to deliver sustainable corporate goals, help their employees develop and progress in their careers and ensure that their organisation makes a positive impact in the society.

Unfortunately, far too often we see leaders that are self-serving and egocentric instead. They often mask their selfish motives behind strategic insights and claim they see the big picture.

In the process, positive organisational culture is eroded, unnecessary restructuring takes place, trust and loyalty are broken and good people leave the company.

In return, the leader's short-term goals are met. He gets his big fat bonus. He looks good in front of his bosses. He positions himself as the turnaround expert. His curriculum vitae is perfect for the next big job.

However, he leaves behind structural chaos, distasteful culture and unsustainable business strategies. Leaders motivated by money, power and ego often make decisions for self-gain. On the other hand, true great leaders have pure motives and build with a clear conscience.

REFLECTION POINT NO. 2: A LEADER'S FAMILY

I like the way John Maxwell defines success. He says, "Success means having those closest to me love and respect me the most." I agree.

For all of us, those closest to us would be our spouses, our children, our parents and siblings. It is going to be disappointing for many leaders to have worked so hard to climb the ladder of success to find out that at the end of the climb, the ladder was leaning on the wrong wall.

I once spoke to a group of leaders from a multinational company about the importance of work-life balance. In that session, I touched on issues relating to family.

At the end of the session, the most senior person in the room approached me privately to thank me for the talk. With teary eyes, he told me he wished that he had heard me talk about the importance of family relationships 30 years ago.

He then related to me on how he had worked so hard building corporate success over the years that he neglected his relationship with his two daughters. Today, both his daughters have their own families and are living abroad. He and his wife meet them once every year or two.

What saddens him most is not the geographical distance between him and his daughters but the relational and emotional distance he experiences with them. Good leaders always focuses on what really matters – their families.

REFLECTION POINT NO. 3: A LEADER'S HEALTH

Leaders can push themselves and if they are not careful, they do it at the

expense of their physical well-being. The simple truth is if we lose our health, we can lose the strength and energy to fulfil our dreams. It is also not uncommon to hear about corporate leaders dropping dead due to stress at work.

Consider Ranjan Das, the chief executive officer of SAP India, who died of a heart attack in 2009 at the young age of 42.

Those who knew him said he was an unlikely candidate for a heart attack. He was an avid marathon runner, was known to exercise regularly and was very careful with his eating habits.

In fact, Ranjan died shortly after a work-out session. Being in the pink of health, no one expected him to die the way he did.

What was revealed later was that Ranjan slept an average of only four to five hours a day. He consistently had extremely packed schedules and lived a constantly stressed lifestyle.

The truth is, no amount of exercise and healthy diet can be a remedy for a constantly stressed lifestyle. Leaders can never be stress-free but they can certainly manage their stress levels by intentionally controlling what they allow to be occupying them.

CONCLUDING THOUGHTS

Good leaders lead their organisations well. Better leaders lead themselves well first. Once they get their heart and motivations right, they will see their public success flourish.

So, to every leader out there, take time to reflect. Self-reflection will lead to self-awareness and in return lead to self-correction and ultimately to self-transformation.

The logic is simple: If you can't lead yourself, you can't lead others. The leader's private world will often determine their public success.

■ Eric Lau is a strategic leader with a relentless belief in people. His personal mission is to inspire and influence others to rise up to their full potential and calling. Eric is a faculty trainer with Leaderonomics and regularly leads training sessions in the areas of leadership, management and personal development. To engage with him, write to training@leaderonomics.com



Fun ice breakers at DIODE Kids Leadership Camp in TTDI.



Teamwork activity at a student leaders programme in a secondary school in Johor.



PwC outreach graduation programme.



Student leaders programme at a school in Puchong.

LEADERONOMICS YOUTH HIGHLIGHTS 2015



By JEAN SELVAM

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It has been an exciting and eventful 2015 for the Leaderonomics Youth Team. Through our three main initiatives and special projects, we are proud to say that we have set new records for number of participants and programmes this year.

The year 2015 has been especially wonderful. We have touched the lives of so many youths through DIODE camps, Leaderonomics Clubs in schools, "Student Leaders' Programmes", community outreach programmes, and many more.

At the same time, we did not forget to include parents and educators – the important role models in the lives of today's youth – through parent workshops and trainings in order to provide as much support as we can to assist them in growing future leaders of this country.

It has been quite a task for our lean youth team of eight Leaderonomers. Nonetheless, how could we not execute these programmes with joy and energy – knowing that we have the chance to touch and transform many lives along the way?

Being passionate about our work, we have played multiple roles at various times – counselor, mentor, big brother or sister and advocate – not always because we are experts in these roles but because we truly care about the youths who participate in our programmes.

We believe in building communities of love and to do so, we become role models who demonstrate these values which run deep in the youth team.

We would like to send a heartfelt shout-out to all those who have supported our work in the youth team. We could not have run all these programmes without your blessings and your belief in what we do.

For the upcoming year, we will continue reaching out, changing lives, and slowly but surely, transforming the nation!



Leaderonomics Club Convention with several schools around KL/Klang Valley.



Leaderonomics Club teamwork activity at a school in Kuala Lumpur.



Dropzone: A safe place to hang out after school.



Games at DIODE Youth leadership camp.

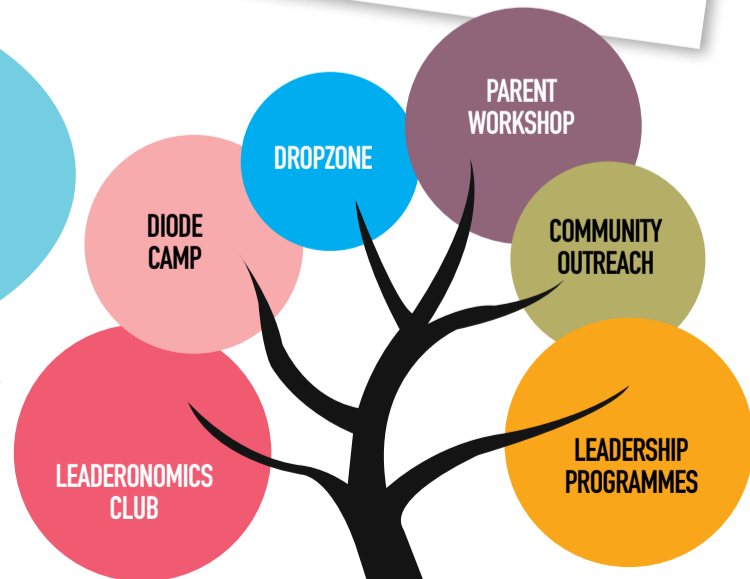
TESTIMONIALS:

From this camp, I have learnt a lot of things besides having fun there. I am glad to have the opportunity to join this camp. One of the things that I have learnt is that teamwork is important to achieve our vision. To achieve our vision, we must know what our awareness is and have a good plan. I also appreciate every moment we stayed together there.
Lee Vicky (Taiping Leadership Programme, SMK Hua Lian)

I see what you are doing now. You are getting them to see beyond their duties, to be proactive in building relationships with other students and collaborate with students to build a better school.
Chong (Student Leader's Programme, teacher at SMK Puchong)



LEADERONOMICS is a social enterprise dedicated to building leaders at all levels for the purpose of transforming the nation. Our award-winning youth, campus, corporate and media initiatives have been widely recognised for their impact and reach. Visit www.leaderonomics.org/youth to learn more about how we can partner with your organisation or community to develop young leaders and create social impacts.



To find out more about what's in our tree, please visit www.leaderonomics.org/youth

ON THE BRINK OF MADNESS

WHAT HAPPENS WHEN A LEADER BREAKS ALL THE RULES?



By **CAROLINE REGINA PARAMESWARAN**
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At the beginning of the movie, a voice narrates: “You know the story. A crack of lightning. A mad genius. An unholy creation.”

Despite the ominous opening, *Victor Frankenstein* is more than just another sci-fi horror film. This movie teaches us about the importance of passion, social support systems and staying true to our values when it comes to leadership.

PASSION IN LEADERSHIP

How does Victor Frankenstein, the radical scientist hell-bent on pursuing groundbreaking research (figuratively and literally) show us the importance of passion in leadership?

He exudes energy and excitement when he talks about his work, spittle and all! This raw energy rubs off on Igor Strausman, a gifted surgeon whom he meets, and who eventually helps him achieve his vision of creating life after death.

Similarly, as leaders – be it in our schools or workplaces, it is important to have passion in all that we do. Passionate enthusiasm has the ability to draw people to us and our ideas. It enables us to seamlessly influence others to join forces with us and to help us achieve our visions.

However, being overly passionate can be dangerous too. *Victor Frankenstein* is a classic tale of how being too passionate about something to the point that it becomes one’s sole focus in life can have devastating effects.

Frankenstein is so convinced that he had stumbled upon an amazing discovery that he refuses to listen to the cautionary messages of those around him.

Therefore, always remember that while passion in leadership is important, moderation is key and motive counts for a lot. As leaders, if we have a vision that is consuming almost all of our time and energy to the point that it negatively affects other areas in our life, perhaps it would be wiser to take a step back and re-evaluate our passions.



Victor Frankenstein stars James McAvoy (right) and Daniel Radcliffe. Photo: Twentieth Century Fox

IMPORTANCE OF A SOCIAL SUPPORT SYSTEM

The movie teaches us about the importance of having a strong support system in order to keep our passions in check.

Lorelai, the trapeze artist who befriends Igor, is the voice of reason that keeps Igor grounded in what he is doing. As a friend, she is honest with him when she realises that Frankenstein and Igor’s experiments are going overboard.

Similarly, as leaders, it is often easy to be engulfed in wanting to achieve our visions that we blind ourselves to other things. Therefore, it is important to surround ourselves with good friends who have our well-being at heart and who can help us stay on track.

Igor proves that he is a true friend to Frankenstein when he decides to return and look for him despite an earlier parting of ways. As a friend, he feels concern and wants to see that Frankenstein is alright.

Even though it is dangerous, he pushes on and tries to reason with Frankenstein. Throughout the process, he does not give up and is there for his friend at the most trying moments.

Therefore, always remember that good friends are important when it comes to leadership as they are the ones who

will be brave enough to tell us the hard truth. They will also be the ones who will advise us when we need to re-evaluate ourselves.

STAYING TRUE TO YOUR VALUES

Having passion in leadership enables us to influence others to join forces with us, and it teaches us about the importance of staying true to our values.

For example, although Igor is initially excited to work alongside Frankenstein, he pulls back when he learns the truth about Frankenstein’s ultimate vision. He is horrified that Frankenstein is going to bring to life to something that does not exist in reality.

Lorelai encourages Igor to make a firm stand against what he does not believe in. Likewise, as leaders, we need to stay true to our values. If we believe that something is not right, we owe it to ourselves to speak up – even if we feel indebted to someone because of what they have done for us.

What’s interesting is how Frankenstein teaches us to respect the opinions of others, no matter how hard. When Igor finally makes his stand, Frankenstein graciously allows him to leave.

As leaders, we should remember to stay true to our values and to respect the values that others hold. Change is inevitable.

It is important for leaders to recognise that people’s direction in life changes as they grow. Though their values may initially align with ours, there may come a time when their values diverge. And when or if that happens, we should be gracious enough to respect their decisions and let them go.

CONCLUDING THOUGHTS

To sum up, having passion for the things we do makes us better leaders. Having a good support system is essential in maintaining our well-being. Let’s all remember to keep our friends close by despite the mad rush to go up the corporate ladder.

As leaders, we may be put in situations where our values misalign with others. When such a situation arises, we must find the courage to make a stand for what we believe in.

Additionally, be willing to let go of those whose values no longer align with ours. It is essential in ensuring that one’s working environment is compatible for everyone.

■ *Caroline Regina is a psychology graduate from Sunway University who used to dream of becoming a scientist (not a mad scientist) when she was younger. To read more of her articles, go to www.leaderonomics.com*



New Year,
new
beginnings



10 ways
to ensure
excellent work



Swing into
2016 with these
dance moves



An apprentice
in a **CEO’s**
body?

Our next issue