



RAZAK SCHOOL OF GOVERNMENT

The Advanced Leadership and Management Programme

# NEWS LETTER

COURAGE • INNOVATION • CHANGE



The Future of Work – As I See It

RSOG LEADERSHIP FORUM with Sajith Sivanandan



MoU Signing Ceremony between RSOG and JPA

Talent Acceleration in the Public Service (TAPS) 5



Corporate Social Responsibility



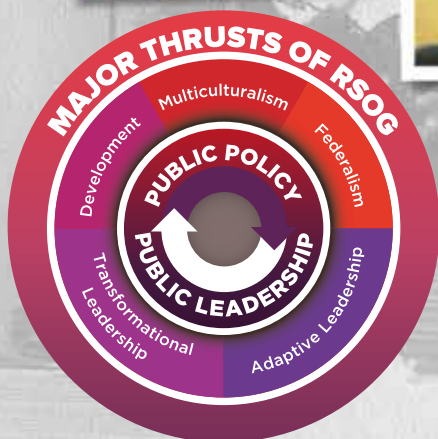
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RSOG Leadership Forum with Nadiyah Wan



“...RSOG has been mandated to groom the future public sector leaders of Malaysia across all service sectors.”

YAB Dato' Sri Mohd Najib Tun Abdul Razak Prime Minister of Malaysia

## INTRODUCING OUR NEW CEO: **ENCIK AZMAN HISHAM CHE DOI**

**Encik Azman Hisham Che Doi came on board as RSOG's new CEO on 27 April 2017**

Before joining RSOG, Encik Azman was the Director of Corporate Resources at Securities Commission Malaysia (SC). Prior to that, he was the Chief Executive Officer of the Securities Industry Development Corporation, Malaysia (SIDC). He started his career in fund management in 1992 and joined University Utara Malaysia as an academic staff two years later. He has more than two decades of diverse finance and capital market experience.

Under his stewardship at SIDC, Encik Azman led with strong corporate values, promoting innovation, integrity and performance culture, while ensuring best practices to fit ever-changing market needs and expectations. SIDC's reputation grew from strength to strength under Encik Azman's leadership; today, it is well regarded by the Malaysian capital market industry and has expanded its footprint to the international market.

Encik Azman completed his Master's degree in Financial Management from the University of Hull, UK in 1995. He earned his Bachelor's degree in Business Administration from University Utara Malaysia and holds a Diploma in Public Administration from University Teknologi Mara.

**Please join us in welcoming Encik Azman Hisham Che Doi to RSOG!**



## **MEMORANDUM OF UNDERSTANDING SIGNING CEREMONY ON TAPS 5**

On 17 May 2017, RSOG signed a Memorandum of Understanding with JPA to renew its partnership for the next 2 years to manage the Talent Acceleration in the Public Service (TAPS) programme. JPA was represented by its Director-General, Dato' Sri Zainal Rahim Seman and RSOG was represented by its CEO, Encik Azman Hisham Che Doi.

TAPS aims to identify, source and nurture talent for the Malaysian public service. Under the MoU, JPA will collaborate with RSOG to attract the best amongst JPA scholars into the civil service. Selected JPA scholars, known as TAPS Associates, will be exposed to working life within the public service and participate in special projects that would benefit the society.



# THE FUTURE OF WORK - AS I SEE IT

RSOG LEADERSHIP FORUM with Sajith Sivanandan

When we look at Google, we see an image of a company that is young, creative, innovative, flexible and inspiring. Google has come a long way since its inception 18 years ago. Sajith Sivanandan, Managing Director of Google, Malaysia, Vietnam, Philippines and New Emerging Markets is one of the many young leaders in Google. He shared his perspective and thoughts on what are the future trends in the workplace.

venue  
**RSOG**  
date  
**12 JAN 2017**

He started with the mantra of **give your work meaning**. He explained that we should be motivated and inspired to perform our work. If we love the work we do, it will change the way we perceive work as an interest or something that we are passionate about rather than being a chore or for the sake of earning a living. He gave an example of when Google started their operation in Malaysia 5 years ago, the mission was to make online penetration more accessible to the masses. Today, Google is the leading search engine in Malaysia and other countries. The speaker went on to talk about the importance of placing **trust on your people**. In Google, they strive to make the workplace as conducive as possible for the staff to work. Interestingly, in his next point, **the only better than you**, the speaker mentioned that it is an advantage to hire staff that are in a certain context more intelligent than the manager themselves. He believes that an organisation must hire highly competent and capable people in key management areas such as human resource and finance.

He is a firm believer in extending the job responsibility of a person instead of merely giving a promotion for good work. He termed this as **do not confuse development with promotion**. An important point that was highlighted is the **two tailed focus**. He reaffirmed the belief that it is vital to ensure high performers in an organisation are given the necessary opportunities in terms of career development to further drive and motivate them. On



the other hand, the poor performers should not be ignored and instead any constraints or problems that they face should be identified and addressed to keep them engaged and driven to perform their work. He also spoke about what he called as **be frugal and generous**. It is a juxtaposition of being generous in terms of providing good working environment for the staff and at the same time being frugal or saving costs in terms of sharing ones' knowledge with others. For example, in Google, there are engineers who give free Coding lessons to their co-workers to enhance the knowledge on this subject.

In his most controversial statement yet, he spoke about the prospect to **pay unfairly** to the top performers in the organisation. In the context of rewards and compensation in Google, the best people will get disproportionately less as compared to the other staff in the organisation. The rationale is to motivate them to give their best and to cultivate a high performing culture.

A manager or a leader in an organisation should practice the habit of giving a compliment or express appreciation when their staff has displayed good performance in their work. Such acts will be able to boost morale and motivate the staff to work harder and increase their performance. The speaker referred to this as **nudge**. Lastly and most importantly, the speaker reaffirmed the belief that we should **enjoy** our work. We should always be motivated and inspired to perform our work. This will keep us going towards achieving organisational goals and personal satisfaction.

# ASIAN VIEWS ON AMERICA'S ROLE IN ASIA : THE FUTURE OF THE REBALANCE

RSOG, THE ASIA FOUNDATION AND INPUMA JOINT LUNCHEON TALK with David D. Arnold

David D. Arnold, the president of The Asia Foundation (TAF) began the session by sharing the surface of their report titled "Asian Views on America's Role in Asia: The Future of the Rebalance" that was published last November. The 2016 U.S. elections have emerged as a historic moment in the evolution of America's engagement with the world and its commitment to the international order. The final poll results declared Donald Trump as the next President of the United States. He promised to continue the rebalance approach in Asia and maintain the strategic allies to ensure the regional economic growth continue rising.

venue  
**RSOG**  
date  
**17 JAN 2017**

Mr. Arnold highlighted that the rising influence of Asia and its strategic importance can no longer be denied. Concerns have been raised about free trade and investment, the rise of China, territorial disputes, nuclear proliferation, and America's presence in Afghanistan. To address these concerns, a series of closed-door, high-level working group meetings has emerged during the three Asian sub regional meetings held in Seoul, Bangkok, Colombo, and New York from April to June of 2016. The Asia Foundation has released the recommendations that was compiled during the meetings for the brand new Trump Administration on Asia's foreign policy. Below are some of the recommendations:

Trump and his administration should maintain a robust, sustained, and consistent American presence in the Asia - Pacific to continue and expand the Obama administration's rebalance approach towards Asia. The United States should support Asian regional architecture and institutions such as ASEAN cohesion, ASEAN centrality, ASEAN based institutions (APEC, ARF, EAS, ADMM+, and AEC) and not to be forgotten, to support the mandate of the China-led AIIB by joining or through cooperation and constructive engagement. The U.S. have to ratify the Trans-Pacific Partnership (TPP) and continue to uphold a rules-based, liberal economic order in Asia. The U.S. have to rethink their strategy on the Korean peninsula and begin talks with North Korea to find a permanent solution on the Korean peninsula.

Asian nations value America's economic and security presence, but they do not want to be forced to choose between the world's two largest powers. The U.S. have to pursue a balanced approach towards China that involves strategic mix of engagement and hedging as a better U.S. policy towards China than either confrontation or appeasement. India is growing into a larger role in Asia especially in term of security. Hence, the U.S. should work with India to address South Asian security that encompasses issues of counterterrorism, nudge Pakistan towards political moderation, and promote regional economic integration in both the South Asian subcontinent and the Indian Ocean region. Poor governance in Afghanistan has triggered the cradle of terrorism and instability. Hence, the U.S. must continue its role in Afghanistan to promote the rule of law, build civil society, and support economic and development measures that increase Afghanistan's national capacity to effectively govern and to provide for its own security.

Most Asian countries welcome American expertise in humanitarian assistance, disaster response, and mitigating the effects of climate change. They also want the United States to

continue to play a leading role in non-traditional security. Political modernisation owned by Asians will enhance the U.S. political standing and extend their foreign-policy objectives over the long term. Hence, the U.S. is suggested to continue to project American soft power.



## TECHNOLOGISTS – PEOPLE BEHIND THE SCENES

**RSOG SEMINAR with Tan Sri Dato'  
Academician Ir. Dr. Ahmad Zaidee Laidin**

Any design process would require product prototyping, testing, execution, and maintenance. This is where the technologists and technicians come in and play their role immensely. Tan Sri Ahmad Zaidee Laidin, the President of Malaysia Board of Technologists (MBOT) shared that on the surface, it can be construed that engineers are scientists trained to see the bigger picture whereas technologists pay attention to details to ensure the product or system works as per its intended specification. However, the importance of technologists and technicians alike in development and economic growth could not be understated any further, especially as technology becomes more accessible and affordable to the masses. In ensuring their presence are further felt, MBOT was established as a professional body for technologists and technicians alike with the purpose of not only elevating the standing and recognition of the profession but to also increase the pool of skilled workforce. Of a greater importance, MBOT is set up to ensure that public safety and health is further protected.

venue  
**RSOG**  
date  
**19 JAN  
2017**

Technical and Vocational Education Training (TVET) began before the 1900s in Malaysia with technical training preparing local youths to work as mechanics and fitters for national railways. Soon after, a technical school was established to train technical assistants for both railways and public works department. In the 10th Malaysia Plan, TVET was reintroduced in the education policy to ensure that Malaysia has the necessary human capital development in place. It could be interpreted as a pre-emptive measure as we enter the fourth industrial revolution. The fourth industrial revolution posited by the World Economic Forum (WEF) founder, argued that the dynamics between technology and globalisation has led to free flowing and fluidity of movement, ideas, information, and transfer of knowledge and expertise around the world. The underlying spirit of MBOT as a recognised professional body is that when one becomes signatory of international accords, it would allow our technologists and technicians to go beyond national boundaries and contribute their mastery and skills around the world.



With the current trend moving away from unskilled workforce to skilled labour, technologists and technicians must constantly add value to themselves such as learning new languages, improving communication skills, and other management and professional skills. This is to ensure ones' marketability as jobs in the future are fast becoming more competitive and technologically complex. The prominence and success stories of technopreneurs such as Mark Zuckerberg of Facebook and Steve Jobs of Apple has further indicated the fourth industrial revolution is a symbiosis of technology and entrepreneurship – making technologists and technicians as standing on their own instead of just the people behind the scenes.

# MALAYSIA AS A WELFARE STATE? THE NEED FOR PARADIGM SHIFT

**RSOG-UNICEF MALAYSIA JOINT SEMINAR with Dr. Amjad Rabi**

The role of welfare state and the extent in which it provides benefits for its people continues to be up for debate. Social welfare can be best described as state intervention in two main areas; income security and social services. In his presentation, Dr. Amjad Rabi of UNICEF Malaysia discussed different government approaches to welfare in three OECD countries:

venue  
**RSOG**

date  
**25 JAN 2017**

Following the Bismarck era, Germany continues to practice welfare following the principle of subsidiarity. This implies that services are decentralised and independently managed in a corporatist structure with little intervention from the state. In the United States, federal provisions were established during the Roosevelt administration of the 1930s and manifested itself during the “War on Poverty in the 1960s” during the Johnson administration. Welfare is managed in a Keynesian, “liberal” (i.e. laissez-faire and residual) manner, where central government, state government and private interests all contribute to an inclusive, albeit complex, welfare system. Sweden offers institutional care in its country, which promotes the idea of equality of results. Despite its constituents being subjected to high taxation, Sweden’s institutional care is considered ideal as it aims for the ‘decommodification’ of utilities which results in universal welfare policies.

In implementing welfare in Malaysia, several factors must be accounted for. The high number of young population since the 1980s has now brought about a large workforce, subsequently



offering a high potential for Malaysia’s economic growth. However, it was cautioned that Malaysia’s demographic window of opportunity (when the working-age population expands at a higher rate than the general population) is projected to end in 2020, before it is projected to reach an aged population in 2044. Another aspect to consider in Malaysia is the labour force participation in terms of gender, where women (approximately 55%) sees less participation than men (approximately 70%).

Malaysia is thus left with a choice between which two modalities should be pursued with regards to social benefit planning; Residual Social Protection or Institutional Social Protection. To approach this issue, it may be more beneficial for governments to approach poverty by targeting the underlying vulnerabilities that may lead to poverty (i.e. childcare, unemployment, maternity leave, retirement) rather than through ‘unobserved poverty’. Additionally, factors such as affordability, transparency and administration emerge as key concerns.

By and large, the discussion relating to welfare is akin to giving and receiving – where it is quite natural for preference as a receiver. Nonetheless, the ever rising expectations and depleting resources have made policymaking relating to welfare much harder than before. Be as it may, the direction to be taken by Malaysia in the future is likely to take into account the targeted group’s potential as well as the principle of social justice.

# BRINGING EVERYONE ON BOARD – THE STORY OF AMANAH SAHAM NASIONAL

**RSOG LEADERSHIP FORUM with Tan Sri Abdul Khalid Ibrahim**

Those privileged or old enough with access to television in the 1980s would have remembered the iconic advertisement of a young lady preparing for her wedding day, specifically when the phrase, “*merah sangatlah mak ngah !*” (“It’s too red, aunty!”) were uttered. It serves as a good example of how one can communicate financial education by crafting an acceptable and lasting message to the masses. The story of how *Amanah Saham Nasional*, the first and largest unit trust scheme in Malaysia was inception and its implementation was shared by the then Chief Executive Officer of *Permodalan Nasional Berhad* (PNB), Tan Sri Abdul Khalid Ibrahim.

venue  
**RSOG**

date  
**16 FEB 2017**

It all began when the second Prime Minister Tun Abdul Razak, set up National Operations Council (or known as Mageran – *Majlis Gerakan Negara*), which attempted to identify the root causes of racial clashes of 1969. Part of this led to the formulation of New Economic Policy (NEP) in 1971 aimed at poverty reduction and socioeconomic restructuring. Almost a decade later, the

Economic Planning Unit (EPU) evaluated NEP’s impact and the results were not encouraging. Thus, leading to several rounds of stakeholder engagements between *Bank Negara Malaysia* and central agencies to identify the best way to ensure that the policy implemented would bear fruit, specifically on increasing the asset and wealth ownership of the Malay *Bumiputera*. It was agreed that an institution that ensures increment of *Bumiputera* ownership must be created.

Another crucial factor in implementation is getting the buy in from targeted groups and the public. Some of the initiatives undertaken was public outreach and engagements such as open talks across the country on investments, specifically on what they are, how they can participate and what benefits they can reap from these investments. To further widen the net, they targeted mass media such as through television advertisements and in the newspapers. Two key messages that was projected about the *Amanah Saham Nasional* scheme – honest and efficient, and by portraying these images, it builds public confidence and support.



Openness to learning from experts were also exhibited by inviting international specialists from developed nations such as United Kingdom and Japan to share their investment analysis and recommendations, yet ensuring that the model designed is one that is suited to the country's needs. The speaker also shared an anecdote of resource sharing where PNB had to temporarily loan a computer system from *Bank Negara Malaysia* in operationalising the *Amanah Saham Nasional* to handle the overload due to overwhelming response, illustrating the spirit of strategic collaboration at its best.

Looking back almost 50 years ago, what transpired with *Amanah Saham Nasional* is certainly a ground-breaking initiative, and one that is worth emulating again in this lifetime. Nevertheless, current context and its complex challenges must be acknowledged and addressed. As the famous saying goes, "*dulu lain, sekarang lain*" ("It was different then, it is different now").



## KEEPING EMOTION IN CHECK – MY CLINICAL JOURNEY

RSOG LEADERSHIP FORUM with **Nadiah Wan**

Leadership is generally a process of motivating people and mobilising resources to accomplish common goals. However, there is a mountain of research revealing that what people want from their leaders today keep changing dramatically as the world is relentlessly fast and dynamic. There is no doubt that more human touch is needed to deal with these emerging challenges and demands. Hence, with the growing trend of personalisation, emotional leadership has been identified as one of the more effective ways to lead people. Emotional leadership is a process that leaders use to influence their followers towards a common goal.

venue  
**RSOG**  
date  
**21 FEB  
2017**

Nadiah Wan, Chief Operating Officer, Clinical Services at Sunway Medical Centre believes that emotional leadership only works when a person is adaptive, has high emotional intelligence, practices mindfulness and possess boundless networking. Firstly, she emphasised the need for adaptive skills – amongst others to regulate distress and maintain disciplined attention as leaders can become better equipped in taking on the gradual but meaningful process of change. Practicing adaptive leadership is a hands-on affair, one that takes people outside of their comfort zones and address problems objectively. Secondly, high emotional intelligence allows a leader to identify,

understand and not only manage their own emotions, but also do that with others in a very empowering way. While being adaptive gives credit to a leader in managing challenges and changes, emotional intelligence is understanding and managing both personal as well as other people's emotions.

Thirdly, mindfulness is the practice of self-observation without judgment with a focus on our minds and inner voices. The speaker emphasised the need for leaders to develop mindful practices such as meditation and prayer to clear the mind of clutter, instil creativity and to focus on what is important. Fourthly, the speaker stated that leaders must practice operational networking to build relationships with people who can refer to you as well as assist in developing yourself. The context of networking can be both internal and external to extract useful information which can help to figure out future priorities or to gain stakeholders support.

Finally, the speaker highlighted the lust for lifelong learning as one of the traits of an emotional leader. Continuous learning helps leaders to keep up with the pace of today's world as leaders must be adaptive to sustain their environment and maintain engagement with people around them, with high emotional intelligence. She concluded that being an emotional leader is simply to be human, to manage the self on how we react in everyday life, to inspire people, to tap into their best and to deliver amazing work.

# ON BEING CULTURALLY CREATIVE – MY JOURNEY

**RSOG SEMINAR with Eddin Khoo**

What is culture? Culture is entrenched in our society and each race has their own unique cultural identity. Edgar Schein, Professor at MIT Sloan states that culture “is our very core, that we live in culture, we display a culture and we are always driven by the culture.” In this session, Eddin Khoo, the Founding Director of PUSAKA spoke on myriad of concepts about his perspective on culture. He started the session by commenting on his observation on the inclination of the corporate sector to use the word *organisational culture* as their tagline to describe their identity and uniqueness. He believes that the word culture has more substance and in-depth meaning as it describes the essence and identity of a group of people across generations through individual and group striving. Beliefs, knowledge, values and symbols are examples of manifestation of culture. In this regard, it is important for the word culture to be used in the right context.

venue  
**RSOG**  
date  
**23 FEB 2017**

He continued by sharing about his diverse background attributed to having parents from the Chinese and Indian racial group. He was brought up by a Malay nanny. She was a big influence during his formative years. Hence, his perspective on race and culture is unique and diverse. His interest in the Malay arts intensified when he acquired his first job as a journalist at the Sunday Star. He added that his work led him to the culturally rich-state of Kelantan where he dedicated himself to work on championing the cultural scene there. Interestingly, he mentioned that he felt a sense of obligation to the masters of *Makyong*, *Menorah*, *Dikir*, *Main Puteri* and *Wayang Kulit* among others that led him to establish PUSAKA, a non-governmental organisation dedicated to supporting the viability of traditional Malaysian art forms.

Based on his observations, he spoke about the challenges of managing diversity in Malaysia. Malaysia is a unique and culturally diverse country. He singled out education as a medium to ensure interaction and integration among the various races. However, he lamented that the education system does not encourage creativity and instead school children are subjected to a rigid system that impedes their thinking skills.

As a person who has dabbled in the arts and creative industry for some time, the speaker emphasised the importance of preserving our arts to ensure that the younger generation are able to learn and understand the cultural identity of the various races in Malaysia. Critical events that has happened globally has influenced the existing world order. The vote for Brexit and Trump winning the U.S. presidency has jolted the world. It brings into question the expectations, needs, concerns and perception of the people towards common issues such as living in a multiracial society, Islamophobia, security, prejudices and challenging the current norms.

The speaker concluded his session by reaffirming the importance of Malaysians to be more culturally adaptable to understand the uniqueness of the country's racial composition. In this context, understanding and respecting our heritage and cultural roots is an integral part of maintaining racial harmony in the country.



# LEADING A SMART CITY – MY JOURNEY

**RSOG LEADERSHIP FORUM with Dato' Faris Yahaya**

Dato' Faris Yahaya has a wealth of insights to share as Managing Director of Cyberview Sdn. Bhd. Cyberjaya, a city within the Sepang district of the state of Selangor, was officially opened in 1997 as part of the Multimedia Super Corridor (MSC) plan. While its authoritative power lies with Majlis Perbandaran Sepang, Cyberjaya's strategic planning and development is tasked upon Cyberview.

venue  
**RSOG**  
date  
**9 MAR 2017**

Smart cities across the world have unique identities. The notion of 'smart' indicates that the city can translate technological assimilations into seamless living for its population. Cyberjaya is constantly learning from its established counterparts in amalgamating the most suitable elements for its own ecosystem to work. It is built upon two key pillars: its positioning as a Smart City, and its Living Lab initiative. In relation to the Smart Selangor 2025 Blueprint, Cyberjaya is perhaps a precursor model city to be followed by the rest.

Originally the landowners of Cyberjaya, Cyberview has now received a mandate to transform the city into a Global Tech Hub. Oftentimes they have been asked: are they the Silicon Valley of Malaysia? Dato' Faris argues that while Cyberjaya may not have the same heritage and environment as Silicon Valley, they do share the same essence – a diverse population and a drive for innovation. Half of the 98,000 residents of Cyberjaya are not Malaysians, and this is an excellent proof of the city's melting pot culture. This diversity is key to making Cyberjaya a 'smart city': functional and interconnected beyond any human differences.

Touching the lives of the people has always been Cyberjaya's principle focus. Dato' Faris is convinced that 'Livability' is what defines the city above all else. Generally, Cyberview believes that the city must be allowed to grow naturally, where human experience blends harmoniously with smart elements. There are many issues that Cyberview wishes to tackle. Modern traffic is one of them, as millions of hours and approximately RM 5.5 billion in productivity are lost due to time spent on the road. Cyberview, in collaboration with Telekom Malaysia (TM), has rolled out the 'Smart Traffic Management System' that significantly reduces the amount of waiting time at LTE-upgraded traffic lights. In terms of 'soft' infrastructure, Cyberview is working with Attilze to be the first Southeast Asian smart city to implement LoRa, a long range, low powered, wide area network (LPWAN) technology. It is clear from all these efforts that Cyberview does not compromise on efficiency and practicality as it spearheads innovation.



Dato' Faris credits the excellent progress of Cyberjaya to collaboration. Stakeholder relations play the most important role in materialising any kind of project: through open discussions, consensus, and a common direction. Perhaps the most important thing is to establish a set of common values and mission for all team members to agree on despite individual differences. Only then can corporations create a common culture that nurtures its people and supports innovation.

Cyberview is setting its sights on being in the Top 3 ranking for GOC by 2020. It hopes to create a Global Tech Hub anchored on livability, efficiency, and sustainability. By 2035, the population of Cyberjaya is projected to reach its maximum capacity of half a million people. Will it be able to sustain a fertile ecosystem of integrated smart living? How different will smart cities be in the future, as human lifestyles evolve? Only time will tell, but Cyberview is arguably future-ready and committed to making Cyberjaya a true 'home' for its people.

## MALAYSIA MARITIME LEADERS FORUM

RSOG was appointed by the Ministry of Transport Malaysia ("MOT") to organise the Maritime Leaders Forum for Senior Maritime Administrators as part of the Integrated Technical Corporation Programme (ITCP). Leadership branding was identified as one of the key elements of this programme of which RSOG is an expert in this area with a pool of experts in house.

venues  
 • **KL CONVEX**  
 • **LANGKAWI**  
 dates  
 • **15 - 17 MAR 2017**  
 • **20 MAR 2017**

The first programme was held from 15 to 17 March 2017 in Kuala Lumpur Convention Centre, attended by 40 Maritime Administrators from the African Countries. Dr. Paul Temporal a leading global expert on brand creation was engaged in sharing his experience on brand creation, development, and leadership branding. Additionally, Mr. Suhaimi Sulaiman, one

of Malaysia's top media personalities shared his experience on various exercises/discussion on how to tell an effective story and become an influencer in the organisation.

During the workshop, the participants were guided through a series of learning sessions, personal consultation, presentations and discussion that focused on developing a personal leadership brand. The programme focused on how to build local brands in the "eyes of the world" and the key challenges faced by the leaders in managing transformation. The participants had a chance to present their observation and understanding about branding strategy and sharing of experience from others.

Most of the participants commented that in general the programme was enriching and provided them with a platform to understand the concept and applications of branding and communications in their organisation.

The second session of the programme was held on 20 March 2017 at Century Beach Resort, Langkawi. This one-day programme was facilitated by Dr. Paul Temporal in sharing his experience with leading organisations in building powerful brand strategies. This session was attended by 60 Heads of Maritimes from the Asia-Pacific Countries in conjunction with the Langkawi International Maritime and Aerospace Exhibition (LIMA 2017) which was held from 21 to 25 March 2017.





# DEVELOPING PEOPLE - THE DiGi-TAL WAY

## RSOG SEMINAR with Haroon Bhatti

Every analogue slice of our day is turning digital. The truth behind these words is experienced first-hand by our speaker, Mr. Haroon Bhatti. As Chief Human Resource Officer of DiGi.Com, change is constant in his line of work. The players of the telecommunications industry are pitted against each other in a 'survival of the fittest'. Mr. Bhatti admits that the company would fall behind, unless it revamps itself. It needs to embrace digitalisation in all aspects – even when it comes to managing talent. And that is exactly what the company is doing. DiGi.Com has gone through great lengths to digitise its workplace, building a mobile-first culture with employee interactions going digital. For example, new employees can now download an application containing their contracts, policies, and codes of conduct. More impressively, security guards are notified on the newcomer's vehicle number, and their cars would be directed straight to the front of the office building as a welcoming gesture. Despite being cutting-edge, the company does not neglect basic things like practical receipt-filing and identifying specific training needs of each department. Mr. Bhatti argues that going 'digital' is not all about the 'apps', rather it is about making every day processes seamless through digital means. The key is to do ordinary things extraordinarily well.

venue  
**RSOG**  
date  
**18 APR 2017**

A look around the DiGi.Com headquarters would reveal a layout resembling "concentric energy rings". Its spacious lobby and the café act as a 'high energy' centre, followed by a kitchen area



(social zone), an open office area (work zone), and lastly a silent zone for private contemplation. Mr. Bhatti believes that process thinking has been replaced with experiential thinking, therefore your working space must reflect this idea. The digital wave has also brought about a new culture among DiGi-zens - the culture of innovation. The 'Hackathon' and 'MakerLab' are some of the platforms for employees to get creative and come up with new products. Individuals or teams with the winning idea would be taken out of their departments for six months to carry out their 'startup'. Not all initiatives succeed – their 'e-wallet' idea failed to receive the backing of its investors. But this is where the culture of failure complements innovation; "Through failure, we learn".

Moving ahead, Mr. Bhatti believes that the winners will be those who can learn fast and adapt fast. If English was the vital common language in the past, computer programming might join its ranks and be the language of the future. Transposing into the digital world is a challenging journey. When change is required, one can be disheartened by failures along the road. This is where leaders need to foster the 'freedom to inspire the next', as is DiGi.Com's motto. Threats may arise in the path to digitalisation, but one must forge ahead. In the words of Barack Obama, "Let's be vigilant, but not afraid."

## RSOG EVOLVING LEADERS PROGRAMME LEADERSHIP IN CRISES

The programme objective was to prepare and equip leaders with crisis communication skills and how to improve stakeholder engagement through dialogic skills. The two-day programme was held in collaboration with the Potential Limited, Hong Kong.

venue  
**KL CONVEX**  
date  
**3 - 4 MAY 2017**



## CSR PROGRAMME

RSOG has embarked on various Corporate Social Responsibility (CSR) initiatives since we were established in 2010 as we believe in giving back to the society. Our first CSR programme for 2017 was held on 10 May at the Masjid At-Toyyibin, Kampung Endah, Banting, Selangor in conjunction with ushering Ramadan.

venue  
**Masjid At-Toyyibin, Kampung Endah, BANTING, SELANGOR**  
date  
**10 MAY 2017**

Our people together with the mosque committee members and local residents took part in the programme and gathered as early as 8.00am. They were divided into several groups, tasked with cleaning the surrounding area, giving fresh coat of paint on some of the mosque walls, planting trees and cooking for lunch.

We would like to record our appreciation to everyone involved especially the committee members of Masjid At-Toyyibin, Kampung Endah for their support and cooperation.



## RSOG'S INVOLVEMENT IN ADVANCED LEADERSHIP MANAGEMENT PROGRAMME (ALMP)

At the beginning of the year, we ventured into a new territory which allows us to be part of a team that runs the Advanced Leadership and Management Programme (ALMP), one of INTAN's flagship programme. The spirit of this collaboration is to create a seamless leadership programme for public sector leaders with a good element of public-private partnership component in a four-week programme. Some of the new elements also includes prominent guest speakers such as Prof. Tan Sri Dato' Dzulkipli Abdul Razak, Tan Sri

Zarinah Anwar and Dato' Abdul Aziz Abu Bakar sharing their leadership experiences in various dimensions such as leading in education, player for the industry and growing our local talents. DiGi also played a significant role in sharing innovation culture as part of their success factor which interestingly gave an additional perspective of leading from a business point of view. As we wish to create value in whatever we do, we do hope the participants also enjoyed the experience and are even more inspired to drive public sector transformation.



## RSOG EVOLVING LEADERS PROGRAMME COMMUNICATE TO BE CONNECTED

RSOG Evolving Leaders Programme "Communicate to be Connected" was organised in collaboration with the Ministry of Women, Family and Community Development Malaysia. The two-day programme was designed by RSOG for a group of middle managers and heads of division at Grade 48/52.

venue  
**PUTRAJAYA**  
date  
**18 - 19 MAY  
2017**

## COLLABORATION

Over seven years since RSOG's inception, we are committed to contribute to the improvement of policy making and service delivery in the public sector in many ways. As we are diversifying our efforts from training and now moving on into advocacy and consultancy roles, we have been approached by a number of organisations with a keen interest to collaborate with us such as Biro Tata Negara, Ministry of Transport Malaysia, Ministry of Women, Family and Community Development Malaysia, Ministry of Youth and Sports Malaysia, Khazanah Nasional, PETRONAS Leadership Centre, Jabatan Ketua Pengarah Tanah dan Galian, Johor Corporation, Universiti Kebangsaan Malaysia, Leadership Institute of Sarawak, and many more.

If you would like to know what we can offer, visit our website [www.rsog.com.my](http://www.rsog.com.my) or contact 0388884797 ext. 710 / 712.



# TAPS 5 QDP 1 SUMMARY

RSOG in collaboration with the relevant stakeholders, offered a two-day Quarterly Development Programme (QDP) for the 29 Associates of Talent Acceleration in the Public Service Programme Cohort 5 (TAPS 5) on 18 and 19 May 2017 at RSOG. Designed as self-directed learning, the programme comprised of activities that encourage creativity, problem solving, and group interactions. Following some games, TAPS 5 Associates worked in groups on a case scenario related to the theme *Negaraku* on the first day. The next day, TAPS 5 Associates presented their ideas in the form of a 10-minute video documentary to a distinguished panel comprising of public officers and an academician. Subsequently, a reflection session was conducted – opportunity for questions and answers, exchanging views, and reflecting on the lessons learned from the programme. The programme ended with an experience sharing session with Dato' Dr. Zaininah Mohd Zain, Director of Hospital Kuala Lumpur who emphasised on the expectations that people have on a public officer and encouraged the Associates to have a positive outlook and take every challenge light heartedly. Apart from RSOG's internal staff, two TAPS Alumni lead the facilitation of this QDP. The second QDP is expected to take place in August 2017.



▲ Talent Acceleration in the Public Service (TAPS) 5  
**22 February – 5 March 2017**

▼ The 1st Quarterly Development Programme (QDP) for TAPS 5  
**18 - 19 May 2017**



## EVENTS/ACTIVITIES



### Staff Capacity Building

- ▲ Certified Associate Coach Program (Modular)
- ◀ Doodling Training  
**10 & 11 April 2017 and 17 May 2017**



### Visit

Visit from Japan International Cooperation Agency (JICA)  
**8 February 2017**



# RSOG PROGRAMMES 2017

(as at 31 May 2017)

NO.	DATES AND VENUE	NAME OF PROGRAMME // IN COLLABORATION WITH	DURATION
1	15 - 17 March 2017 Kuala Lumpur	Malaysia Maritime Leaders Forum Maritime Institute of Malaysia (MIMA)	4 days
	20 March 2017 Langkawi		
2	3 - 4 May 2017; Kuala Lumpur	ELP: Leadership in Crises (48-54) Potential Dialogue Ltd., Hong Kong	2 days
3	M1: 15 – 19 May 2017; Langkawi	SLP: Branding Leaders, Branding the Nation (Turus / JUSA A & B) Saïd Business School, University of Oxford, UK	8 days
	M2: 14 – 16 August 2017; Malaysia		
4	18 - 19 May 2017; Putrajaya	ELP : Communicate to be Connected Ministry of Women, Family & Community Development Malaysia	2 days
5	24 – 27 July 2017; Malaysia	SLP: Adaptive Leadership (JUSA C) Australia-New Zealand School of Government	4 days
6	17 – 18 August 2017; Malaysia	ELP: Strategic Branding and Leadership (48-54) Saïd Business School, University of Oxford, UK	2 days
7	21 – 22 August 2017; Kuala Lumpur	International Directors Summit 2017 Co-organised with Malaysia Directors Academy (MINDA)	2 days
8	25 – 29 September 2017; Malaysia	Malaysian Technical Cooperation Programme (MTCP) <i>Transforming Nations Through Creativity and Innovation</i> Ministry of Foreign Affairs Malaysia	5 days

Note: This calendar does not include the K-Platform programmes

## ABOUT RSOG

Formed at the heart of the Government Transformation Programme (GTP), RSOG aspires to be the leading centre in leadership development, research and knowledge sharing for the public sector. It is mandated to groom the future leaders in the Malaysian public service.

Founded in 2010, RSOG's primary focus is to transform the public sector leadership towards excellence and to be a point of reference and a leading authority on public sector leadership and policy.

Its deliverables include customised knowledge skills development programmes for leadership, publications, and platform for dialogue, knowledge sharing and synergistic collaboration.

## RSOG KEY ROLL-OUTS

### TRAINING & DEVELOPMENT

Enhancing leadership, public policy-making and analysis management capabilities of senior management professionals.

### KNOWLEDGE SHARING PLATFORM

Providing a platform for knowledge-sharing and collaboration across all government sectors and private sector.

### RESEARCH & CONSULTANCY

Centred on understanding the current and future challenges faced in leadership delivery and policy-making both locally and globally.

## LATEST PUBLICATIONS



RSOG INSIGHT

Issue 1 & Issue 2



ICBOB

Graphic Recording



RSOG

Annual Report 2017

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