



RAZAK SCHOOL OF GOVERNMENT

# NEWS LETTER

INTEGRITY • COURAGE • INNOVATION • CHANGE

VOLUME

12

JAN-JUNE  
2019



**OPEN ENROLMENT  
PROGRAMME**  
The Art of Coaching



**STUDY VISIT FROM BUREAU  
OF INVESTIGATION, BANGLADESH  
POLICE**



**LEADERSHIP IN ACTION**

- National Duty with Datuk Shahril Ridza Ridzuan

## ABOUT RSOG

Razak School of Government, a distinctive leadership development institution, was established on 30 July 2010 to propel the advancement of Malaysia's senior public sector leaders across all service sectors.

As a strong proponent of effective and impactful leadership that necessitates continuous learning and development, RSOG designs and develops forward-thinking and practical leadership development programmes. Thus, accelerating

competencies and capabilities of senior leaders to remain resilient, effective and inspired to strive in new and challenging environment.

Through our Leadership Development Centre, RSOG offers executive education & leadership conversation, coaching, mentoring & learning solutions, and open programmes for leadership development that meets the needs of the individual and the organisation.



### OUR VISION

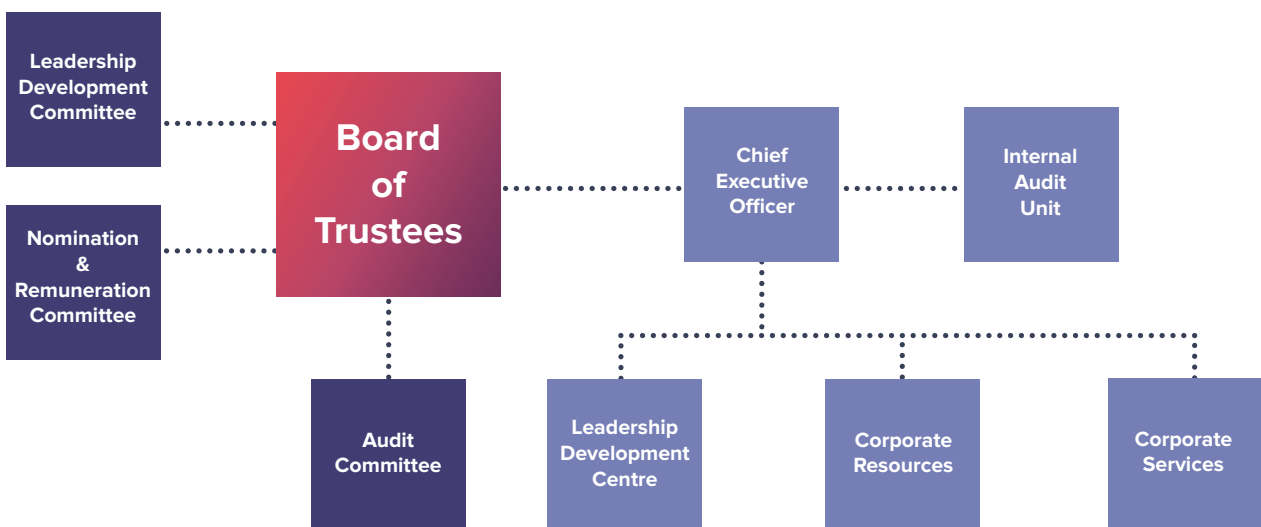
**To be Asia's premier development centre and thought leader in public sector leadership and public policy**



### OUR MISSION

**To develop knowledgeable, competent and future ready public sector leaders through effective and high impact leadership development initiatives**

## STRUCTURE



# OPEN ENROLMENT PROGRAMME

## THE ART OF COACHING

Coaching involves active listening, powerful questioning, self-awareness and openness to being challenged. The importance of coaching in one's career is equally important in both the public and private sectors. Leaders need to create a positive ecosystem to grow leaders within its organisation and coaching is one route in building this eco system.

venue  
**RSOG**

date  
**24 - 25 APR 2019**

This programme was designed to provide participants with the latest coaching concepts, models and tools. 24 participants from various grades and schemes of services representing ministries and agencies (State and Federal) attended the programme.



## CUSTOMISED PROGRAMME

## STRATEGIC PLANNING WORKSHOP FOR KRAFTANGAN MALAYSIA

Building and translating a strategic plan into actionable initiatives and programmes are two important capabilities for leaders to successfully navigate an organisation towards achieving its vision and mission. This two-and-a-half day workshop is designed to help leaders enhance their ability in building strategic initiatives for the organisation.

venue  
**JOHOR BAHRU**

date  
**19 - 21 APR 2019**



# LEADERSHIP IN ACTION

## NATIONAL DUTY WITH DATUK SHAHRIL RIDZA RIDZUAN

Datuk Shahril Ridza Ridzuan shared his journey of giving back to the nation and the importance of having a sense of purpose and meaning in work before an audience of policymakers, administrators, medical professionals, among others.

venue

**RSOG**

date

**16 MAY  
2019**

Kicking off the session, the Guest Speaker walked through his life journey, sharing how he was presented with the opportunity to read law at Oxford University through the PETRONAS scholarship. However, upon his return, he couldn't serve his bond as there were no available positions. Nevertheless, he embarked on his career in the Oil & Gas industry before the Asian Financial Crisis in 1997/98 happened. He chanced upon an advertisement that had a tinge of national service, recruiting for individuals who wanted to take the challenge of rescuing the Malaysian financial system. While it was challenging, it did not feel like a sacrifice because the task and duty were enriching and the opportunity of creating and innovating was abundant.

In transitioning to Employees Provident Fund (EPF), what lured the Guest Speaker to undertake the responsibility was how taking the role could lead to a positive impact in the lives of Malaysians. It was the challenge to rethink how to best manage wealth is what piqued his attention to lead his current organisation. In addition, it was difficult to decline the request of the current premier to undertake the role.

Essentially, leaders must have the ability to effectively communicate, understand other person's perspectives, the ability to create a strategic vision and would be agile in the face of adversity and opportunity. National duty is often linked with sacrifice and hardship, especially when juxtaposed with higher remuneration in the private

sector and acceleration to a leadership position. Having self-awareness whereby we understand the path that leads to where we are, recognising our strengths and acknowledging our areas of improvement helps in fine-tuning our sense of purpose and meaning on the larger context to society.

Datuk Shahril Ridza Ridzuan is the Managing Director of Khazanah Nasional Berhad.



# THE SOCIAL NETWORK WITH ASHWAD ISMAIL

Ashwad Ismail contrasted Artificial Intelligence with Human Stupidity in Putrajaya. This could be the headline that would attract readers to find out more about what happened in Putrajaya that led to Ashwad saying so. However, according to the award-winning journalist and newscaster, the number of clicks, the virality of any news, and the importance of an issue are subject to many things. Before an audience from the public and the private sector, the Guest Speaker shared his thoughts, revisited some of his experiences, and provided some insights on the impact of social media and how both traditional and new media leads the world of information as the fourth estate.

venue  
**RSOG**

date  
**28 MAC  
2019**

In any organisation, understanding own strengths and challenges help in crafting the right strategy towards a goal. For the Guest Speaker, the paramount question that needs to be asked is, "what is the reason for existing?" Answering the *raison d'être* can then ensure the right culture is cultivated towards the shared objective. As a news channel, credibility is important especially in the digital age where consumption of news can be a chaotic exercise. With that, the Guest Speaker's organisation identified what are the three criteria that they have. They recognised that they are a small entity, in comparison to other existing media in the country. The strength of being small is manifested in how innovative they can be and how agile they are, especially in marking their territory in breaking news.

In any social network, understanding the actors involved fosters connectivity and enhances connection created. Therefore, in venturing any social media platforms, understanding the types of audience that populate that platform helps in ensuring the reachability of any news or information shared. For instance, Facebook, Instagram, and Twitter all cater to different needs and audience, depending on where one is and who one connects with. As an organisation or individual responsible for information dissemination, understanding the audience segment is part of the equation that needs to be considered.

In short, the social network is becoming more virtual, thriving at lightning pace and speed, becoming deeper in terms of segmentation, and content is highly localised. Such shift is expected given the economic and technical advantage that technology can offer. Change in lifestyle of the society and the intense competition for attention also plays a vital role. Having said so, there are fundamentals that are irreplaceable by technology, namely credibility, trust, and making judgement calls on intricate issues. Thus, leaders are responsible to create a conducive culture where people are aware of the dynamics of the social network in the digital age and have the courage to embrace it positively.

Ashwad Ismail is currently the Senior Assistant Vice President of Astro AWANI.



## PUBLIC DISCOURSE SERIES

# SHARED PROSPERITY - WHAT DOES IT MEAN TO YOU AND ME? WITH MOHD NIZAM MAHSHAR

Whenever a government introduces policies related to the economy, the question that often crops out is, “what is in it for me?” and “how does it affect my household and livelihood?”. The management of the economy and its growth has always been the obligation of the government, whether through the sultanate, the British hegemony or the Federation, as is the case of Malaysia. With the idea of Shared Prosperity unveiled by the Prime Minister on 9 May 2019, a session to further deliberate was conducted at Razak School of Government on 14 May 2019, essentially the first public discussion on the topic led by Encik Mohd Nizam Mahshar.

venue  
**RSOG**

date  
**14 MAY  
2019**



The notion of prosperity isn't new as it was outlined as one of the challenges in Wawasan 2020 towards becoming a developed nation. More recently, the mid-term review of the 11th Malaysia Plan saw the Prime Minister suggesting that development must be seen as increasing people's purchasing power and having the types of development that are enjoyed by all citizens – hence the idea of Shared Prosperity. With this goal in mind, Institute MASA was tasked to develop the framework, with strategies and action plan as part of the upcoming 12th Malaysia Plan, working closely with Ministry of Economic Affairs (previously the Economic Planning Unit was responsible for the development of Malaysia Plans). One thing that was visible in the series of engagements and private consultations prior to the development of Shared Prosperity is that some form of resentment and distrust at the government was apparent and there is a need to find the middle ground in convincing stakeholders and the broader public of this drive towards the prosperous economy for all.

Based on the situational analysis undertaken, wealth disparity, development imbalance and vulnerability were unveiled. Some interesting and worrying findings also include how at least 5 million households are in a state of deprivation and insecurity, such as running out of cash within a week of losing a source of income and inadequate retirement funding. In addition, development imbalances also extend between rural and urban areas based on their mean household income per capita. With regard to employment, the number of jobs created for the past ten years is focusing on low-skilled jobs and contribution to future economy seem to be stunted. One of the more concerning findings is that the economic ecosystem and supply chain of Bumiputera is seen to be as ineffective and incomplete, therefore aids little in elevating the income growth of the group as a whole.

Considering the discovery of such imbalance, consultations and engagements were conducted for the formulation of Shared Prosperity's idea as an opportunity to take appropriate action. 15 guiding principles were identified, along with seven (7) thrusts and eight (8) enablers to achieve three (3) objectives of managing inequality, ensuring high growth, and safeguarding a united, prosperous and dignified nation for all Malaysians. One of the

suggestions is the utilisation of the right indicator to measure the progress of implementation. For the record, Malaysia has always utilised the Gross Domestic Product (GDP) as a measurement of development, and Gross National Income (GNI) was later introduced. Having a fool proof indicator helps in ensuring that Shared Prosperity does not become a mere vague aspiration and measurement of the solution must take practicality into consideration. The Guest Speaker goes further to suggest that there is a need to observe spending trends when trying to make assumptions about development and growth.

As a citizen, a worker, and a taxpayer, it is natural to be concerned about income growth as it should reflect the amount of effort and work exhausted. Despite the number of policies and programmes introduced, some imbalances remain, and the pursuit of recalibrating seems an uphill task. What can be done by ordinary citizens is to have the shift in mindset by saying no to corruption and not taking what is beyond one's entitlement, becoming more efficient and productive, and becoming more tolerant to new ideas. It is the duty of every individual to stop the vicious cycle of not sharing prosperity rightfully that has prevented the nation to move forward.

Mohd Nizam Mahshar is presently the board member and Acting Chief Executive Officer of the newly formed Institut Masa Depan Malaysia (Institut MASA) – a think tank mandated to carry out empirical and scientific research in various fields for the development of the Malays and Malaysia.

# PEKA B40 - UNLEASHING ITS POTENTIAL WITH DR. ROZITA HALINA TUN HUSSEIN

On 2 May 2019 at Razak School of Government, YBrs. Dr. Rozita Halina Tun Hussein, Senior Deputy Director in the Planning Division of the Ministry of Health shared the potential of a pilot project called Skim Peduli Kesihatan Untuk Kumpulan B40 (PeKa B40) and how it can unleash other possibilities.

venue  
**RSGG**

date  
**2 MAY 2019**

One of the growing concerns of Ministry of Health is the rise of Non-Communicable Diseases' (NCD), which are non-infectious diseases with risk factors usually due to a person's background, lifestyle and environmental causes. According to National Health Morbidity Survey (NHMS) 2015, there are at least 3.5 million adult Malaysians living with diabetes, 6.1 million with hypertension, and 9.6 million with hypercholesterolemia. The survey also reported that 47.6% of the B40 population aged 50 years and above have at least one undiagnosed NCD, among the trio of hypertension, diabetes or high cholesterol. Adding to the worry is the growth of undetected mental health illnesses such as depression and anxiety, and the rise of cancer, especially ones detected at a later stage or left untreated. In 2020, Malaysia will be an ageing population, whereby at least 7% of the population is aged 65 years and above. Therefore, PeKa B40 comes at an importune time as it targets Bantuan Sara Hidup (BSH) recipients aged 50 years and above who fall in the bottom 40% of income level in Malaysia.

While PeKa B40 is not yet a month old, there are several potentials identified by the Ministry. First, the integration of public-private sector in the delivery of healthcare services may be further enhanced by looking beyond screening and redistributing the workload between the two sectors. Secondly, the role of ProtectHealth Corporation as a strategic purchaser, can be further expanded to cover a broader range of health services and to introduce new provider payment mechanisms. Thirdly, utilising big data in medical analytics and risk profiling will better guide health system planning and development to further improve patient care management, quality of care and to



unleash more targeted interventions. Fourthly, PeKa B40 can expand the use of incentives to influence patient's health seeking behaviour favouring appropriate preventive, promotive and early curative services. And finally, PeKa B40 can serve as the catalyst to further health systems reform to upgrade Malaysia's health system.

The tagline of PeKa B40 is "Lebih PeKa, Lebih Cakna." Peka is essentially how responsive one is, and Cakna refers to being caring. With good health universally accepted as one of the foundations to build a decent life, a sustainable community, and a prosperous economy, the potential of PeKa B40 is looking very promising.

Dr. Rozita Halina Tun Hussein serves as a Senior Deputy Director in the Planning Division, Ministry of Health Malaysia.



## CEO's ENGAGEMENTS

**1. 11 February 2019 - Putrajaya**

Panel for *Pembentangan Pelaksanaan Pengisian Jawatan Strategik di Kementerian Pembangunan Wanita, Keluarga dan Masyarakat.*

**2. 14 February 2019 - Selangor**

Executive Talk on *Beyond Management - The Roles of Leadership in Public Services* organised by PLANMalaysia.

**3. 5 March 2019 - Kuala Lumpur**

Roundtable Lunch on *Higher Education Financing* hosted by the Australian High Commission in Kuala Lumpur.

**4. 12 March 2019 - Selangor**

Dinner Talk on *Leadership* at the Senior Manager Development Programme organised by Tenaga Nasional Berhad (TNB) and Australian Institute of Management (AIM).

**5. 4 April 2019 - Putrajaya**

Panel for *Program Penilaian Urusan Pemangkuan Pegawai Pembangunan Masyarakat di Jabatan Kebajikan Malaysia, Kementerian Pembangunan Wanita, Keluarga dan Masyarakat.*

**6. 8 April 2019 - Brunei**

Keynote presentation on *Nurturing the Leaders of Tomorrow* at the HR Symposium: *Back to Basics*, organised by Centre for Islamic Banking, Finance and Management (CIBFM), Brunei.

**7. 25 April 2019 - UPM, Serdang**

Executive Talk on *Emerging Trends for Future Leadership* organised by Faculty of Educational Studies, Universiti Putra Malaysia.



# EVENTS/ACTIVITIES ROUND-UP



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1. **24 January 2019**  
Courtesy visit from Jabatan Perkhidmatan Awam Negeri Sabah (JPAN Sabah)
2. **28 February 2019**  
RSOG Senior Leadership Programmes (SLP): Facilitative Leadership 2018 post-programme session



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3. **29 February 2019**  
RSOG-Khazanah Public Service Residency Programme 2018 – Participant's presentation session

4. **19 February 2019**  
Study visit from Institut Aminuddin Baki (IAB), Kampus Utama Bandar Enstek, Negeri Sembilan



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5. **15 March 2019**  
Courtesy visit from Cambridge Judge Business School, Cambridge University
6. **20 March 2019**  
Study visit from Bureau of Investigation, Bangladesh Police, Ministry of Home Affairs Bangladesh organised by Maktab Polis Diraja Malaysia, Kuala Lumpur.



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7. **27 March 2019**  
Visit from Ministry of Education of Malaysia, Education Performance and Delivery Unit (PADU), and Institut Aminuddin Baki.
8. **8 April 2019**  
Roundtable discussion with YB Dato' Sri Dr. Sallehuddin Ishak, State Secretary of Pahang



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# EVENTS/ACTIVITIES ROUND-UP



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**9. 22 April 2019**  
Courtesy call to YB Tuan Haji Zainal Azman Abu Seman, State Secretary of Perak



10

**10. 23 April 2019**  
Courtesy call to YBhg. Dato' Dr. Zulkapli Mohamed, Director, Human Capital Development Division, Public Service Department



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**13. 14 May 2019**  
Courtesy call to YBhg. Dato' Mohtar bin Mohd Abd. Rahman, Director General, National Disaster Management Agency (NADMA) Prime Minister's Office



14

**14. 15 May 2019**  
Courtesy call to YBhg. Dato' Dr. Tan Yew Chong, Secretary General, Ministry of Primary Industries

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**11. 26 April 2019**  
Courtesy call to YBrs. Dr. Waitchalla R.R.V Suppiah, Secretary General, Ministry of Youth and Sports

**12. 29 April 2019**  
Courtesy visit from Department of Social Welfare, Ministry of Women, Family and Community Development



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**15. 23 May 2019**  
Courtesy visit from Leadership Institute of Sarawak Civil Service

**16. (LISCS)**

**12 June 2019**  
Courtesy visit from Office of the Chief Registrar Federal Court of Malaysia

15



16

17



**17. 20 – 22 June 2019**  
Fact Finding Mission to University of Oxford and Cambridge University, United Kingdom

**18. 25 June 2019**  
Courtesy visit from British Council



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# KELAB SUKAN DAN KEBAJIKAN (KESUKA) ACTIVITIES

Kelab Sukan dan Kebajikan (KESUKA) RSOG was established as a platform for employees to pursue recreational interest by organising and participating in social and sporting events. Among the activities conducted by KESUKA from January to June are as follows:

- 1 **22 March 2019**  
Birthday Celebration



2



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2. **9 May 2019**  
*Ceramah Khas Ramadan - Ustazah Asma' Harun*
3. **15 May 2019**  
*Ceramah Khas Ramadan - Ustaz Anas Abdul Wahab*

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4. **23 May 2019**  
*Ceramah Khas Ramadan - Ustaz Hanafiah Abdul Malek*

5. **14 June 2019**  
*Majlis Jamuan Hari Raya Aidilfitri*

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Please visit our website  
[www.rsog.com.my](http://www.rsog.com.my) for more information.



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