

JUL - SEPT 2015

INSPIRE

BY AEWON

How to
Overcome
Adversity
During
Tough Times

**Asia's
Leaders**
on Strategies &
Opportunities

Brunei's First
Queen's Young
Leaders Award
Winner:
Khairunnisa Ash'ari

RICH DAD

ON

LEADERSHIP

Exclusive interview with
Robert Kiyosaki

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The way most employees conduct their day-to-day lives has been transformed

83%

Of employees are contactable by their work outside of normal working hours.

54%

Of employees regularly or sometimes work outside of standard working hours.



With increasing use of smartphones, tablets and laptops, employees regularly work in situations outside the office.

- 21% First thing in the morning
- 20% Last thing at night before going to bed
- 17% Right after the evening meal
- 16% While on vacation
- 12% During the commute (on public transport)

...and the best work related ideas often occur when out of the office

- 23% At home
- 14% At the office by myself
- 12% On my commute to work
- 10% In a meeting with others
- 9% At home asleep



We're also connected to our personal lives - even at work

While at work, employees also do personal tasks, such as...

- 37% Visiting non-work related websites
- 34% Online banking
- 28% Send email to friends or share photos
- 28% Social networking
- 22% Online shopping

Manager's attitudes to employees doing personal tasks at work have developed

- 63% It's OK as long as it doesn't interfere with my workload
- 11% It's only OK outside of official working hours
- 10% It's not allowed, but people do it anyway



25% Of employees say that investing in the latest IT would achieve 'increased employee satisfaction'

55% Agree that mobile technology helps them save time and boosts productivity.



Employees are positive about these developments and believe there's room for more.

*Microsoft commissioned Ipsos MORI to survey 5,555 employees of small businesses employing 250 people or fewer across Europe. Interviews were conducted 9th Jan- 9th Feb 2015 online in Great Britain, Poland, Spain, the Netherlands, the Czech Republic, Denmark, Italy, Belgium, Sweden, Switzerland, Hungary, Romania, Ukraine, Greece, Norway and Finland.

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FROM THE EDITOR



PUBLISHING INFORMATION

Inspire is a quarterly magazine on Passionate People in Brunei doing work that matters.

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Selamat Hari Raya Aidilfitri
Maaf Zahir dan Batin!

This is the first issue of Inspire magazine that features a non-Bruneian on the cover, Mr Robert Kiyosaki, who is the renowned author of Rich Dad, Poor Dad. You might be wondering what does Rich Dad have to do with leadership? More importantly, what relevance does Kiyosaki's advice have for Brunei? We contend: Everything! Read page 42 to find out more.

Beyond Kiyosaki, we have solicited a number of interviews and features from across the Asia Pacific region in the hope of providing you with a broader perspective on the subject of leadership.

Read the views of two outstanding women in Asia: the youngest board member of the World Economic Forum, Kathy Gong of Beijing (on the virtue of Resiliency); and the Director of Asia's Institute for Societal Leadership, Dr Lim Lai Cheng (on the Unique Traits of Asian Leaders). We also have insightful dialogues with the first member of Singapore's expedition team to conquer Mount Everest, Mr David Lim (on Mindset and Teamwork); and the two time winner of the Business Leadership Award of Malaysia, Dato Abdul Razak bin Abd Ghani (on Thinking Big).

As a Bruneian, we have never been more grateful and proud of the many leaders who have helped pave the road to the future. Dato Alimin Wahab's story on pg 26 teaches us about the almost forgotten virtue of humility in the "Brand-You" generation, and why accountability trumps passion. Dawn Lee pg 36 and Hj Alimen Jaafar pg 34 are two grass roots leaders whose heroic everyday contributions are making significant changes to the community. You will also meet two outstanding young leaders who are recognised on the world stage, Soon Loo who in 2013 received the award for the 'Ten Outstanding Young Persons Of The World' (TOYP) and Khairunnisa Ash'ari - Brunei's first recipient of the Queen's Young Leaders Award.

While you marvel at the success stories of the people featured in these pages - learn and draw inspiration from them. However, we want to remind you that you will not become a better leader unless you make a conscious effort to take action and begin by leading yourself.

In my WhatsApp interview with Soon Loo, I asked him why are great leaders so hard to come by? Soon answered: "Simply because great leaders take on great responsibilities which very few of us are willing to take on..." He added "and it is usually a thankless job."

It seems that if we ever want to become great leaders, the first question we need to ask ourselves is: am I willing to take on responsibilities that few are willing to take on, even if there is no recognition?


Shaun Hoon
Editor & Publisher

GOVERNMENTS



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BRUNEI'S FACE OF THE FUTURE

KHAIRUNNISA ASH'ARI

A TEACHER AT HEART

DATO ALIMIN ABDUL WAHAB

TRANSFORMING LIVES THROUGH WORK

HJ ALIMEN JAAFAR

QUICK CHAT WITH CORPORATE LEADERS IN BRUNEI

RICH DAD ON MILITARY LEADERSHIP

ROBERT T. KIYOSAKI

WORDS OF WISDOM

FROM INSPIRATIONAL LEADERS

THE INSTINCT TO EXCEL

KATHY GONG



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DATO TIMOTHY ONG Pg.17

Dato Timothy Ong is a leading Brunei businessman and the Chairman of Asia Inc Forum, he is also an acclaimed facilitator of business and public policy dialogue in ASEAN and beyond. He served as the Acting Chairman of the Brunei Economic Development Board (BEDB), Brunei's leading economic agency from 2005 to 2010.



HJH ZAINAB OMAR Pg.77

Hjh Zainab is the HR Manager at Brunei LNG, actively involved in the Oil & Gas Industry for the past 30+ years. She has significant business experiences gained in multi-cultural environments in Brunei, Oman, Qatar, and Europe in HR & Learning and Development. She is passionate about people development and upholds the mantra 'don't let others tell you what you can't do, and show them what you can do'.



HJ ROZAN YUNOS Pg.18

Haji Rozan currently holds the post of Permanent Secretary (Media and Cabinet) at the Prime Minister's Office. His busy schedule does not deter his writing where he has the longest running column at The Brunei Times and has written more than 250 articles. He has also published three books. He has also presented a number of papers at international and local conferences and seminars.



DR JOHN FRIIS Pg.78

Dr John Friis is a Consultant Anaesthetist at RIPAS Hospital. Having trained in Nottingham, London and Cambridge and having worked as a Consultant in London, he also served as a doctor at the 2012 Olympics, the 2014 Commonwealth Games and for Queens Park Rangers football club between 2007 - 2014. He has interests in critical care medicine, pre-hospital care and medical ethics. Follow him on Twitter @johnfriis



DR VICTOR SL TAN Pg.72

Dr Victor SL Tan is the CEO of KL Strategic Change Consulting Group. He undertakes change management consulting and training. He writes corporate books for companies. His latest book is on Lessons of Success of Tan Sri Teh Hong Ploow Of Public Bank Berhad. For feedback for this article email him at victorsltan@klsc.com or contact him at 012 3903168.



HUIFONG NG Pg.75

Huifong Ng is an author, painter and poet. Her book, "A Cup of Simplicity" blends poetry with art to depict the simple pleasures in everyday life. She is an intuitive artist who sometimes paints without a model, a reference or photo. Beyond Brunei, Huifong's work has been exhibited in Italy and Singapore. She is also the recipient of the Premio Speciale award from Biennale of Art, Umbria, Italy.



ISABEL VALLE Pg.66

Isabel Valle is a certified Executive and Leadership Coach. She is also a mentor and the Founder of Global Room in Brunei. Isabel specialises in leadership development and building organisational culture. Isabel has held senior positions within the hospitality industry in countries around the world. More information available on www.isabelvalle.com



ANSELMO Pg.81

Anselmo has six years of experience in the fitness industry and possesses a highly accredited international Personal Training certificate. His knowledge and interest in assisting clients with various medical conditions and mobility deficiencies has made him eager to reach out and train more of these clients.



MEWSUM WONG Pg.83

Mewsum Wong is a UK certified nutritionist who promotes the use and consumption of fresh produce around South East Asia. She is the founder of Raw Food Asia and has a following of 20,000; plus established media publications. Mewsum is a practitioner of a natural foods diet and aims to empower others to regain their health and vitality by doing the same.



Leaders are individuals who guide others towards the accomplishment of goals in such a way that followers want to follow.

Rozan Yunos
Permanent Secretary,
Prime Minister's Office



Great leaders take on great responsibilities, which very few of us are willing to take on. It's usually a thankless job.

Soon Loo
'Ten Outstanding Young Persons of The World' Award (Junior Chamber International)



Celebrate non-traditional thinking, look beyond the obvious for creative solutions to problems and challenges, and train your minds to see what your eyes do not.

Robert Kiyosaki
Best Selling Author
Rich Dad, Poor Dad



Great leaders give themselves to the community. We become what we are because of the community.

Dato Alimin Wahab
Senior Trustee
Pusat Ehsan



Don't expect things to be put on a silver platter for you - Go out there and find your opportunities.

Khairunnisa Ash'ari
Brunei's first Queen's Young Leaders Award Winner

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FACE TO FACE WITH

DATO TIMOTHY ONG on Leadership

It has been said that, "A leader's job is to define reality and give hope." We spoke to Dato Tim Ong about his view on leadership in today's world. Here is an excerpt taken from our discussion with him.

There has been very little literature about leadership in Asia. Humility, for example, is a virtue that is commonly identified with Asian leaders. In your opinion, are there differences in leadership styles between Eastern and Western leaders?

I would not generalise in terms of Eastern and Western leaders because there are some Asian leaders that are frankly not humble. I think each leader has his or her own style, but authenticity is important. There is nothing worse than fake humility, and we sometimes see that. We want authenticity. When we meet someone, we want them to be themselves because when you are not authentic, people catch on. For example, Aung San Suu Kyi; very, very brave, but does she come across as very, very humble? Not really. She has an authority to her. She is not arrogant, but is extremely confident. Aung San Suu Kyi walks into a room and she is in charge. She has no hesitation about giving her views and telling you that she doesn't agree with yours. It works for her.

I think in today's democratic context, humility is important. But it has to be authentic. President Jokowi's style works very well for him and for that reason, he is loved in Indonesia. Now, he will face challenges because when you rule you have to do things that people don't like. There's a controversy now about capital punishment. This issue has subjected him to attacks particularly from the West. When you have to make certain types of decisions, this may affect your popularity. But his style, the way he walks with the crowd, the way he smiles, the way he seems like the man in the street, while people value the humility in him, the key is it has to be authentic. In his case, it comes across as authentic, and that makes it powerful.

Why is it important for leaders to be able to learn from mistakes?

One is learning all the time in life. One does not just learn from older people, you can also learn from younger people and children. It is important to have an outlook that is open to new ideas and always to be willing to be challenged. Easier said than done because we all have egos, we all have vanity, so sometimes we like people to simply accept what we say. But a certain openness of mind is important to learning and personal development. I think it's very important to have the realisation that you can learn so much from mistakes. A mistake is not the end of the story. So I am not at all shy about talking about the mistakes I have made with my Asia Inc experience because I find that every great person has made mistakes. The only difference between people who are very successful and those who are not so successful is their ability to learn from their mistakes and to regroup and to bounce back.



Executive Chairman, Asia Inc Forum

I think that a leader can do so much for other people by having an open discussion about this and by saying to people, "Look at me. I made a mistake, I learned from it, I bounced back, and so can you."

What key traits enable leaders to be successful?

There is this saying, that "Success is not from never failing, but in rising every time you fail, or fall." So that's the key - resilience. Resilience is the ability to become stronger even when things are not going well. Whatever you are going through in life, you say to yourself, "This too will pass." I think the bottom line is never give up. No matter how bad things are, never give up. It is easier said than done, you need to have people who you can share the burden with. Having a strong supportive family makes a difference. Having good friends makes a difference. Having faith, some spiritual sustenance, makes a difference.

Are there any leaders that you admire?

Yes there are many with outstanding qualities but in terms of impact on their societies I think of three: of course, Lee Kuan Yew. I mean, Lee Kuan Yew's place in history, in my view is assured. This is a man who transformed his society and demonstrated powerful leadership qualities. And one of the most powerful was the ability to persist with things that are unpopular; and to resist playing up to popular sentiments. Aung San Suu Kyi - her career is still evolving and I don't know what the last word on her career will be, but her courage is very admirable. Also Washington Sycip, the way his mind works, the clarity of his thinking, the way he communicates is inspiring. I must also say that I greatly admire my former boss in the BEDB, HRH Prince Mohamed.

Can you tell us more about HRH Prince Mohamed?

He has a unique style of motivating people. I think that once the objectives are clear, he empowers his people to do their best. He is supportive but he is very demanding in terms of making sure the goals are clearly understood. He's a highly intelligent person, but the approach is not intellectual in the conventional sense. It doesn't come from having read scholarly books and so on, but it comes from a certain insight into how human beings function. And he will push you to ensure that your ideas are clear by asking very basic questions and asking them repeatedly. So I would cite him as an example of someone who has helped to shape me.

This interview is an excerpt from the SMU's Asian Centre for Oral History by Shaun Hoon.

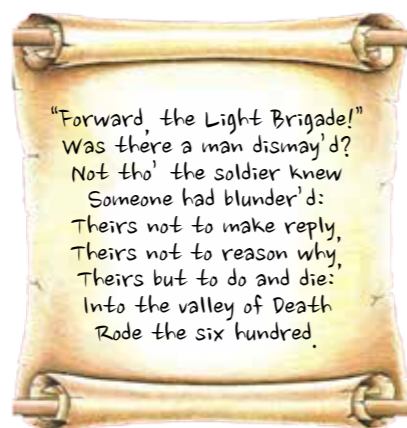


Photo: The Charge of the Light Brigade led by Lord Cardigan during the Battle of Balaclava on 25 October 1854.

INSPIRING LOYALTY

WHAT EVERY LEADER HOPES FOR, BUT FEW ACHIEVE

On 25 October 1854 during the Battle of Balaclava in the Crimean War, a British light cavalry was instructed to pursue and harry a retreating Russian artillery battery. However due to a miscommunication at the military command, they were sent to a different Russian artillery battery, one which was well prepared to defend and repel any attacking force. Lord Alfred Tennyson's poem 'The Charge of the Light Brigade' written six weeks after the battle best described what actually took place at that time.



The Light Brigade faced withering direct fire and was badly mauled. Even though they reached their target they were forced to retreat immediately with only a handful of survivors. The famous charge was fatal and futile.

However, what was obvious was the absolute loyalty of the soldiers to their leaders. They obeyed the instructions of their leader. They did not reply. They did not reason. Their only duty was to do and die. This is certainly one aspect of leadership. Absolute loyalty.

Leadership in its simplest definition is the power of one individual to guide the actions of

another. Leaders are individuals who guide others towards the accomplishment of goals in such a way that followers want to follow.

One Chinese philosopher, Lao Tsu in 630 AD said "A leader is best when people barely know he exists, not so good when people obey and acclaim him; worst when they despise him."

Joseph S Nye of Harvard Kennedy School noted in an article entitled "Soft power, Hard power and Leadership" (2006) that leadership styles are changing in today's information age. Nye's hard power referred to a patriarchal leadership style which was assertive,

competitive, autocratic and focused on commanding the behaviour of others. While soft power referred to the feminine style which was cooperative, participatory, integrative, and aimed at co-opting the behaviour of followers. However Nye argued that as a leader, you need to use a combination of the two. There are times when you need to be persuasive and times when you need to be coercive or to play hard ball.

Today's leaders need a variety of tools and traits. Forbes Magazine in 2012 came up with ten qualities which make good leaders.

1 A Leader must be Honest

Whatever your ethics of belief when you are responsible for a team of people, it is very important to be an honest leader. Your organisation and the people who work in it are a reflection of you, and if you make honest and ethical behavior a key value, your people will follow suit.

2 A Leader needs to be Creative

There are times when a leader has to make decisions on the fly. Your people will look to you for guidance during critical situations. You as the leader need to think outside the box and choose the best options.

3 A Leader needs to trust his Intuition

When there is no roadmap on what to do, you need to draw on past experiences and trust your natural instinct on what needs to be done. As a leader, learning to trust yourself is as important as your people learning to trust you.

4 A Leader must have the Ability to Inspire

Inspiring your people to see the vision of future successes is vital. A leader must be able to inspire people to focus on future goals and also on current issues. It is your job to keep spirits up.

5 A Leader must have a Sense of Humour

Morale is linked to productivity, and it's your job as the leader to instill positive energy. If you are constantly trying to find the humorous side of challenging situations, your work environment will become a happy and healthy space that your employees look forward to being in.

6 A Leader needs to be Confident

Part of your job as a leader is to put out fires and maintain the team's morale. Therefore you need to keep up your confidence level and assure everyone that setbacks are natural and that the important thing is to focus on the larger goal. As the leader, by staying calm and confident, you will help keep your people feeling the same way.

7 A Leader must have Commitment

If you expect your team to work hard and produce quality content, you as the leader need to lead by example. By proving your commitment, you will not only earn the respect of your team, but will also instil in them that same hardworking energy.

8 A Leader must have Positive Attitude

You want to keep your people motivated towards continued

success and keep the energy levels up. Whether that means providing snacks, coffee or relationship advice, remember that everyone on your team is a person. Maintain a fine balance between productivity and playfulness.

9 A Leader must be Able to Delegate

Delegating tasks to the appropriate people is one of the most important skills you can develop as your organisation grows. The key to delegation is identifying the strengths of your people and capitalising on them. This will not only prove to your people that you trust and believe in them, but will also free up your time to focus on the higher level tasks.

10 A Leader must be able to Communicate


Being able to clearly and succinctly describe what you want done is extremely important. If you can't relate your vision to your team, you won't all be working towards the same goal. As the leader, making yourself available to discuss interoffice issues is vital. Your people will learn to trust and depend on you.



Haji Rozan currently holds the post of Permanent Secretary (Media and Cabinet) at the Prime Minister's Office. His busy schedule does not deter his writing where he has the longest running column at The Brunei Times and has written more than 250 articles. He has also published three books. He has also presented a number of papers at international and local conferences and seminars.

..... DST COM 3G 90%

Chats **Dr. Yong Chee Tuan**




What's the one word you think of, when I mention: Leadership?

Change

Why is change often resisted?

Change is often associated with tilting and the exiting scale, with some unknown outcomes and some impacts. People tend to adopt and adapt to organic and systemic development more comfortably than disruptive change.


Which leader do you admire? Why?



Nelson Mandela. He had the vision and strategy to execute a change cycle with courage. He was a great man who opened up my understanding of South Africa during my university days.

Tell us more about Nelson Mandela's courage.

Nelson Mandela identified the unhealthy systemic growth within the community and the nation. One of his many undisputable legacies was that he provided the native black people access to proper education. It took a great man with a lot of courage to rock the boat to lead and inspire an excited troop.




You were previously a lecturer at UBD. How do you think you are remembered by your students?

I think my students would remember me as someone who instilled in them critical thinking. There was a lot of technical reflection in my style of teaching. I used to cover less than 60% of the content, while leaving room for the students to think, research, explore from references, texts and real life experiences.

..... DST COM 3G 90%

Chats **Soon Loo**



You were nominated in 2013 for the 'Ten Outstanding Young Persons of the World' Award by Junior Chamber International. What are you doing now?

I am a venture capitalist and a life coach. In my business, I am the managing director of Seri Venture Capital that invests in Bruneian companies so that they can grow and expand globally. For the life coaching, I am a senior executive coach for executives.

Tell us about your Passion Unleashed project in Singapore.

Passion Unleashed is a talk series that I co-founded in Singapore. For the past 3 years, we have brought passionate people to the live stage for them to share their real stories of pursuing their passion and dreams. These passionate people include CEOs of public-listed companies, members of parliament, Mt Everest climbers, celebrities such as Singapore's #1 film director Jack Neo, and world-famous investors such as Jim Rogers.

Which leader have you interviewed from Passion Unleashed inspires you? Why?

The husband & wife co-founders of the renowned Banyan Tree Hotel & Resorts, Ho Kwon Ping, Claire Chiang impressed me. They now have 36 resorts and hotels, 77 retail galleries, and 3 championship golf courses in 28 countries. What impressed me about them was their emphasis on helping to build communities – instead of just making profits. They are leaders that placed people first – not just saying it, but rather doing it.

What has passion to do with leadership?

Passion is a big component of leadership. Identifying the underlying meaning and passion of the leadership journey allows leaders to keep persevering.

The word passion seems to have a connotation with emotion. Is there not a danger in leading with the heart over with the head - especially when you're leading big companies that demand results?


In running big companies, being strategic and the ability to execute is key. Passion is the wind behind the sail of relentless execution.

Why are great leaders hard to come by?

Our daily lives do not require us to be great leaders. It requires extraordinary efforts, vision, discipline, patience, compassion, and execution abilities (just to name a few qualities) to be a great leader. And most importantly, great leaders take on great responsibilities, which very few of us are willing to take on. It's usually a thankless job.

..... DST COM 3G 90%

Chats **Shawn Narcis**



What are the leadership role(s) that you are involved in at the moment?

I have just been elected as the Club Growth Director for District 87 Toastmasters International and my term will begin on 1st July 2015 until 30th June 2016. My role as a Club Growth Director is to take care of the membership and club growth for Brunei, East Malaysia and Indonesia.

I am also the Manager of McHouse, an interior design company in Brunei.

How is leading the two organisations different?

In leading my family business, I try to give opportunities to my staff to take up individual roles to prove themselves, instead of micro managing them in all situations. By giving your team members a sense of responsibility they will move out of their comfort zones to improve for the future.

The difference in leading in Toastmasters is that it forces you to think outside of the box to motivate your team, knowing that your team members are only there a voluntary basis.

What has Toastmasters taught you about leadership?

Toastmasters helps individuals to be more confident and to be a better leader by working in a team environment. It also opens the door to a lot of ideas and opportunities which you never thought that you as an individual could achieve. I have been given so many leadership opportunities and the key take aways are that a leader must lead from the heart, be passionate to inspire and motivate the members, communicate clearly on what needs to be achieved, to trust and to give the opportunity to others to learn and grow, and to appreciate the team for a job well done.

The structure of the Toastmasters programme is that it also enables leadership training. Each member is also assigned a mentor to help them through their learning process. All mentors do this willingly because it is through working with the programme to help others that they are able to practice their leadership skills.

What's the most difficult thing about being a leader?

The most difficult thing of being a good leader is the ability to understand your team members who all have different needs and wants. You have to bring them together to achieve a goal because you cannot move a mountain on your own. It is only with a strong and supportive team you can achieve greatness together.

How can we learn more about Toastmasters?

You can visit www.toastmasters.org but to experience it, please come to The Brunei Speakers Club, Seameo Voctech on Tuesday nights at 7.30pm!

..... DST COM 3G


Chats **Fatin Arifin**



What is Caye-Asia? What is your involvement with it?

Caye-Asia stands for Commonwealth Alliance of Young Entrepreneurs – Asia. It is a network of young entrepreneurs from 9 countries (Brunei Bangladesh, India, Malaysia, Maldives, Nepal, Pakistan, Singapore, and Sri Lanka). We were founded back in November 2011 because we felt we needed to create a bridge to connect our region together. I am among one of the founding members of Caye-Asia.

Our alliance has been recognised as best practice in the Commonwealth and our work has been replicated in the Caribbean and in the East Africa region. I am currently the President for of Caye-Asia.



You have been involved in leadership conferences around Asia. What are some of the key leadership lessons that you've learnt?

As for leadership lessons, many successful companies are built by their people. They are the foundation. When you have a team who feel that they are part of something great, they will not just see the company as a job but as this purpose of being. The challenge as founders and CEOs when we are too focused on growing, is that sometimes we lose sight of our most important asset - people.

Through CAYE, we have access to thousands of young entrepreneurs across the region. To date, we have seen business ventures come out of the annual gatherings that we've put together. With new sister alliances popping up, our family is expanding. I have been advocating for our local entrepreneurs to explore and capitalise on this opportunity.

As an alliance, we've been able to learn how the different member organisations support the development of entrepreneurship in their respective countries.

What can we expect from Caye-Asia in the next half of the year?

The annual and 3rd young entrepreneur challenge will be launched soon. We are looking for the emerging young entrepreneurs from within the 8 countries to showcase at our summit in Kuala Lumpur in October.

We will also be participating in the Commonwealth Biz Forum in Malta in November.

How can local entrepreneurs get involved?

Connect with me to find out more: fatararifin@gmail.com



Brunei's Face of the Future:

An interview with Khairunnisa Ash'ari

Focused, driven and action-oriented- 27 year old Khairunnisa Ash'ari, founder of Green Brunei recently became the first Bruneian to be awarded the Queen's Young Leaders Award in recognition of her leadership role in the community. This young woman has been tackling environmental issues, finding solutions, and making positive changes at home and abroad. She has also been connecting with other young people through her involvement in various organisations – and together they have been using their time and talent to help make the world a better place. We had the pleasure of asking Khairunnisa a few questions about her prestigious achievement.

Tell us about your journey to attaining the Queen's Young Leaders Award.

I have always been an active volunteer, but I would say the significant start for me was back in 2011 when there were several points in my life that got me to where I am now.

I joined this HSBC Climate Camp in Temburong, which got me interested in the climate change dialogue and helped me understand that while Brunei has not directly felt the impact of climate change, we are all affected and have a role to play in protecting our environment.

I also joined the World Leadership Conference in Singapore as a curious individual - and got really inspired after meeting all these amazing groups of people from different countries in the Asia Pacific, a lot of them younger than me. These two things made me realise that we have so many issues in Brunei that are not being addressed yet from the grassroots level. Then together with a few friends I founded Green Brunei to tackle environmental issues and to promote youth dialogue about these issues.

I also joined the Brunei Youth Council following my involvement in the Korea-ASEAN Youth Square in South Korea and did my own project. Additionally, I got involved with the Society for Community Outreach and Training (SCOT), and currently I'm holding the post as Director for Green Xchange to help oversee the projects.

All of this happened between 2011-2012, when I was so excited about wanting to initiate new things in the community, running my own projects and working with other young people. My projects were not just local, I also organised "Light Up Cambodia", a project to fundraise for solar lights to be distributed in communities in Cambodia. This led to me co-managing the ASEAN Young



Khairunnisa Ash'ari receiving The Queen's Young Leaders Award from Her Majesty Queen Elizabeth II, Queen of the United Kingdom of Great Britain and Northern Ireland.

Professionals Volunteer Corps (AYPVC), which is a regional volunteering project where I was involved in projects in Indonesia, the Philippines and Vietnam.

It was a learning journey for me, initiated by my desire to do something for the community. Most importantly, I think, is the support, guidance and advice I have been receiving from many other active individuals and youth leaders who are my mentors.

My involvement in all of these, I think, led to me receiving several awards, including the Youth Service Award from His Majesty in 2013, the ASEAN Youth Day Award in 2014 and finally the Queen's Young Leaders Award in 2015. The QYL is recognition that I have committed myself to contributing my time, energy and efforts for the benefit of the community.

How can we find out more about your cause or your work?

Anyone who is interested in finding out more can go to the following websites -: Green Brunei (green-brunei.com); Brunei Youth Council (bruneiyouthcouncil.com) and SCOT (fightpovertywithus.org)

You have done leadership training together with other award recipients from around the world. What did you learn from this experience?

The organisers - Comic Relief, The Queen Elizabeth Diamond Jubilee Trust and The Royal Commonwealth Society - have put together a year-long leadership training programme that includes online learning modules, residential week as well as a mentorship programme.

During our Residential Week in the UK, I had the opportunity to meet with Prime Minister David Cameron at 10 Downing Street, networked with a lot of fantastic individuals from various organisations, as well as visited Twitter, BBC World Service, The Royal Society, and RedThread.

We learned about how all these businesses and charities operate and the impact of the work they are doing. We also did modules at the University of Cambridge, covering various aspects of leadership and management including fundraising, networking and so on. I particularly enjoyed the one-on-one coaching session we had with fantastic people from around the world.



We listened to amazing speakers like: Will Day, Oli Barrett, who shared their inspiring stories and opened up our minds to the possibilities.

Of course throughout the week we had the opportunity to talk with each other and learn about what other youth around the Commonwealth are doing, such as helping refugees, marginalised youth, promoting rights of disabled individuals as so on. On the last day we got to visit to the Warner Bros Studios for the Making of Harry Potter, so that was fun too!

Which famous people did you have a chance to talk with? Tell us more about this.

Who else can say they had breakfast with David Cameron, met the Queen and David Beckham at Buckingham Palace, and had dinner with the Duke of York in St James's Palace, all on the same day?

I don't think there's a word that can fully express what I was feeling on that day. Part of me couldn't believe it was happening, part of me was happy to be part of this group of 60 amazing individuals who have done so much in their own

communities and globally. Our reception at Buckingham Palace was surreal. There were also various other celebrities present including Steve McQueen and David Walliams. I also had the pleasure of talking to Princess Beatrice. They all basically asked us about the work that we do back home and gave encouraging remarks and congratulations.

With great recognition comes great responsibilities. How are you going to use this honour on your return to Brunei?

I feel fortunate that the organisations I'm involved with have received a lot of support from the government and private sector either through advice, technical or financial support. I hope that this award will open up more opportunities to work with new partners and gain more support for our cause.

In particular, I hope the award will help to highlight the issues I'm championing for, including increased participation for youth as well as stronger commitment towards combating climate change. News of this award has been out since January, and the publicity has really opened up a

lot of doors for my organisations. From a personal perspective, it motivates me to continue working for my causes and I welcome others who want to walk this learning journey with me.

What is your message to the young aspiring leaders in Brunei?

We're so privileged in Brunei that we have access to so many opportunities, which I think played a role in my own personal journey. However, at the same time don't expect things to be put on a silver platter for you- go out there and find these opportunities. Discover what your passion is and work towards it. Be persistent - don't give up when things don't go your way, but also learn to work around your limits. Most importantly, be happy.

Khairunnisa is a 27-year old youth leader holding several portfolios: she is the Co-Founder and Community Engagement Director for Green Brunei; Head of International Relations with the Brunei Youth Council; Director for Green Xchange for the Society for Community Outreach and Training; Programme Manager for the ASEAN Young Professionals Volunteer Programme; Secretary for the Brunei CSO Network; and Brunei Focal Point for the ASEAN Youth Forum. She has participated in several high profile events including the UN-backed Global Forum on Youth Policies in Azerbaijan as a speaker and the International Visitor Leadership Programme in the United States. She is the recipient of the Youth Service Award in 2013, ASEAN Youth Day Award in 2014 and the Queen's Young Leaders Award in 2015. She works mainly on youth development, climate change and sustainable development.

Have we made any financial commitment or plan for our loved ones?

For the past few years there has been a growing interest in financial planning and has resulted in a new profession called financial planners. Undeniably this interest has been more pronounced in several South East Asian countries like Malaysia, Singapore, Indonesia and Brunei Darussalam. In Malaysia, the Financial Planning Association of Malaysia was formed in 1999 whose primary purpose is to educate the Malaysian public in the process and benefits of financial planning and to raise the professionalism of financial planners. In Indonesia the Financial Planning Association of Indonesia was formed later and in Singapore financial planning has been around earlier. In Brunei scores of insurance agents have been trained in some form of financial planning.

What exactly is financial planning?

There has not been a standard definition of financial planning but it can be defined as "a process whereby the individual's overall financial objectives and goals are used to develop and implement a well-circuited plan to accomplish those objectives and goals". It is a conscious effort and action to manage one's finances to achieve one's financial objectives. From the Islamic viewpoint, the minimum objective is to provide for the needs of himself and his family during his lifetime and for a period of one year after his death. In this respect the Quran says, "(In the case of) those of you who are about to die and leave behind them wives, they should bequeath unto their wives a provision for the year without turning them out, but if they go out (of their own accord) there is no sin for you that which they do of themselves within their rights. Allah is Mighty, Wise." (Surah Al Baqarah: verses 240)

From the above verses it shows that one's responsibility does not end with one's death. This is especially true if one is a man; whereby he is responsible for his wife and children. The Prophet said, "Each one of you has a responsibility and each one of you is responsible towards those under your responsibility." (Hadith Reported by Bukhari and Muslim). A man should therefore have to have a solid financial plan to ensure that he can discharge his responsibilities fully as required by the teachings of the Quran.

The Quran also tells about a fifteen-year financial plan through the story of the Prophet Yusuf, the most handsome man that ever lived on earth. Actually the story of the Prophet Yusuf is not only a beautiful story about love, envy and greed; but it is also a story about fate, faith and financial planning. The Quran says, "He came to Yusuf in the prison and said: 'O Yusuf the truthful one! Tell us the meaning of the dream of seven fat cows which are eaten up by seven lean ones and of seven green ears of corn and seven others dried up: so that I may return to the people and let them know the meaning of this dream.'" (Surah Yusuf: verses 46).

In the episode, the King dreamt that seven lean cows ate seven fat cows. The dream affected him so much that he summoned his ministers and counselors to understand its meaning. Alas, only Yusuf knew its meaning as he was given the knowledge by Allah.

The seven fat cows represented seven years of economic prosperity whilst the seven lean cows represented seven years of economic hardship that will nullify the seven years of prosperity. In view of his knowledge, the Prophet Yusuf was chosen to be the Finance Minister to oversee the country's economic planning. He instructed that steps be taken to reduce the risk of loss through "wise spending", "savings" of good quality seeds and proper storage facilities. The Quran further says, "Yusuf said: 'For seven consecutive years, you shall sow as usual and that (the harvest) which you reap you shall leave it in the ears, (all) except a little of it which you may eat.'" (Surah Yusuf: verses 47)

However, this does not mean that we should limit our financial planning to only fifteen years as we need to understand that the general message of the above verses of the Quran is to plan for one's future and make a conscious effort to improve one's financial condition through a solid financial plan. Some people may think one need not do anything to improve oneself as everything is by Allah's will but this is an incorrect understanding of Islamic teachings. In this respect the Quran rebuke this group of people through the verse, "Indeed Allah does not change the condition of a folk until they (first) change that which is in their hearts; and if Allah wills misfortune for a folk there is none that can repel it, nor have they a defender beside Him." (Surah Ar-Ra'd: s 11). In fact the sirah of the Prophet (pbuh) reaffirmed the above when he once admonished a Bedouin when the Bedouin left his camel untied. The Prophet asked the Bedouin, The Prophet then said, "Why don't you tie your camel?". The Bedouin answered, "I put my trust in Allah." The Prophet then said, "Tie your camel first, then put your trust in Allah". Our fault is that we fail to understand the totality of Islamic teachings. While Islam teaches us to accept fate, it also teaches us to reduce the risks of loss as the story of the camel above shows.

Islamic Insurance Financial Planning Series Part 1

BY AZMAN ISMAIL / INSURANS ISLAM TAIB

When should we start financial planning?

The answer is as soon as possible. Indeed it should start as soon as one is married and is about to start a family. Earlier we saw that one need to provide at least one year's provision for one's wife, but how does one do that especially if one just started working? If one were to die soon after getting married, how can one provide for one's wife for one year?

Currently, there are now various financial products available in Brunei that can assist us in this respect. One of the highly recommended products is the *Siswa Takaful* plan offered by Insurans Islam TAIB. Under this plan, an instant estate is created as soon as one's application to participate in the plan is accepted by the company. In order to be accepted one must have contributed a minimum of B\$20.00 per month. The *Siswa Takaful* plan requires a just small amount of contribution to enable one to have access to a large estate. However, this is not like gambling since the *Siswa Takaful* plan, like other takaful plans offered by Insurans Islam TAIB, is based on mutual cooperation. When one participates in the takaful plan by Insurans Islam TAIB, one agrees to cooperate and relinquish one's contribution to assist others. In this respect the Prophet (pbuh) said, "The attitude of the believer and feeling of brotherhood to one another is like that of the single body. When one member of the body is hurt, it will have an effect to the whole body." (Hadith Reported by Bukhari and Muslim) The Prophet also said, "The relationship between one believer and another (in a community) is like that of a building where one part of the building strengthened the other parts." (Hadith Reported by Bukhari and Muslim).

Under the takaful plan, participants are actually helping one another through financial contributions and the role of Insurans Islam TAIB is that of administrator of the fund. The mutual assistance by the participants is in conformity with the Quranic injunction, "Help one another in furthering virtue and Allah consciousness (taqwa), and do not help one another in furthering evil and enmity" (Surah Al Maidah: verses 2) The participants in reality agree to provide security and protection to each other in line with the Prophet's (pbuh) saying, "Verily a believer is one who can give security and protection to the life and property of mankind." (Hadith Reported by Ibnu Majah).





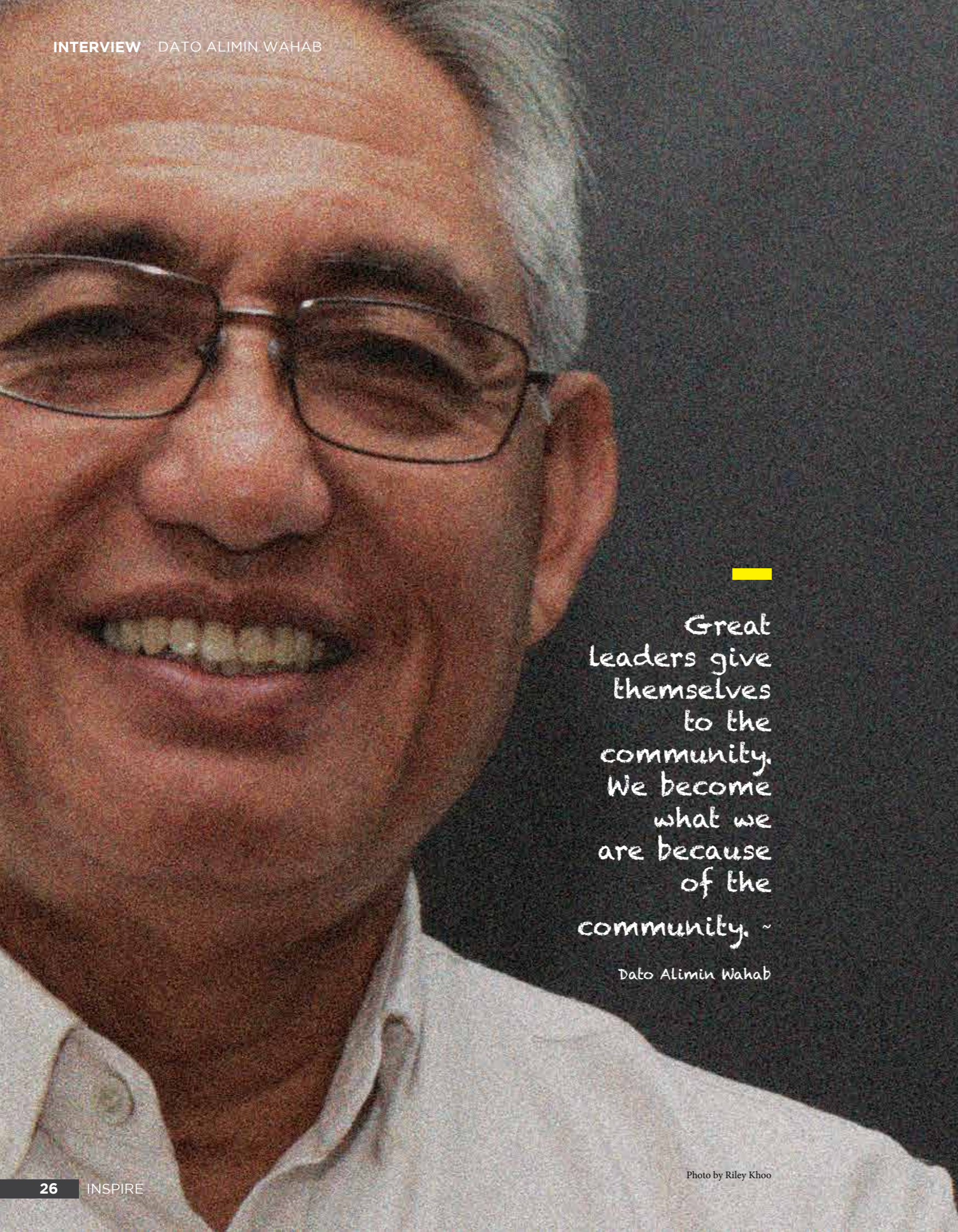
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Great
leaders give
themselves
to the
community.
We become
what we
are because
of the
community. ~

Dato Alimin Wahab

A Teacher At heart

An interview with Dato Alimin Wahab

From a young age, Dato Paduka Mohammad Alimin Abdul Wahab had a crystal clear idea of what he wanted to do with his life. He wanted to become a teacher, just like his uncles who were among the pioneers in the field of education in Brunei. This was his passion.

But as fate would have it, life seldom turns out exactly as we envisage, however it can deliver some very rewarding surprises. Back in 1966, Dato Alimin was given a scholarship to study in the UK. On his return to Brunei, Dato Alimin had a short stint of practicing teaching at SOAS College, but within a short period after obtaining his PGCE, he was promoted to school principal.

Back then, there was a shortage of qualified personnel in the country and because of his deep sense of accountability and stellar work ethic, Dato Alimin's career accelerated as he moved quickly up the career ladder and within two years became Superintendent of Secondary Education.

During his working career, Dato Alimin held key positions in both corporate and public offices including being the Permanent Secretary in the Ministry of Defence and the Prime Minister's Office; Chairman of Royal Brunei Airlines as well as CEO of Brunei Petroleum to name a few of his key roles. Despite all the success Dato Alimin explained in the interview that all he ever really wanted was to be a secondary school teacher.

What began as a conversation about best practices for leadership, evolved into a surprising life story of a reluctant but well respected leader in our society. We talked to Dato Alimin about his challenges, his spiritual journey and the importance of his family as his pillar of support and confidence.

You can read more of the interview here:

What is the key difference between being a CEO of Petroleum Brunei and a teacher?

It's the same at the end of the day because you are still essentially guiding people. However, as a CEO, if you carry yourself as a teacher figure to guide your employees, you nurture in them the right attitude and steer them in the right direction, and people are more receptive to you. This way of guidance and sharing can be a lot more effective than just giving out orders like a CEO.

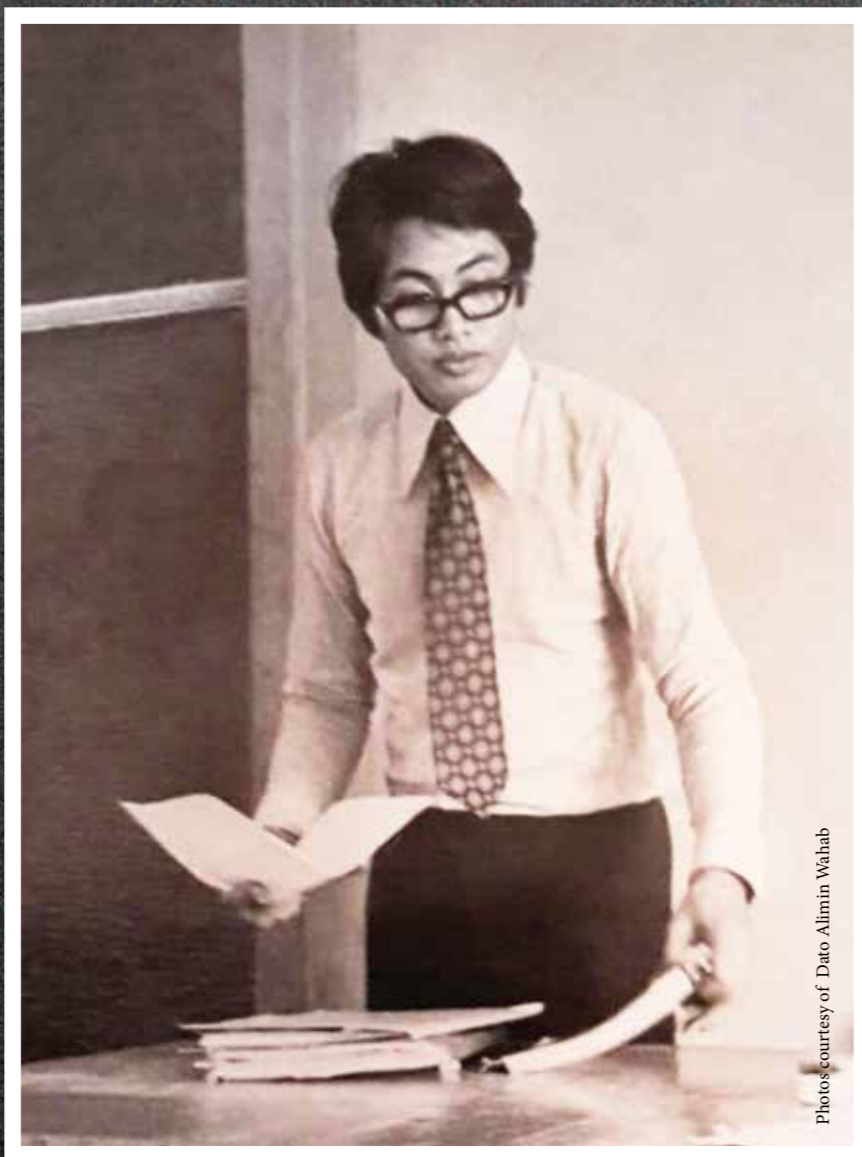
How has your faith helped you to become a better leader?

The world is full of complexity and everyone has their own agenda. My agenda is straightforward. If I can be a better person today than I was yesterday, if I can continue to be aligned with the teaching of my faith, that would be great. As my work responsibilities increased, I was able to find some balance through my spiritual journey. It gave me guidance and it gave me confidence. I tried to understand the teachings of Prophet Mohammad while not trying to be prescriptive about what another person's journey should be.

How important is it for a leader to be accountable?

I feel that once you've been given the trust (and trust is the most difficult thing to establish), you need to level up to the task, to that trust that is being bestowed upon you. If you are not able to do it, you must be willing to say so.

I remember when I was promoted to being the principal at the Malay College, I told my superior that I have no training for this position. He answered that ... "no



principal in the world is ever trained, it is just like being a father.... There is no training." You have to be willing to step into to the role, own up to the role and you work it out to make it happen.

What sacrifices did you have to make while your career was being fast tracked?

I sacrificed a lot of time away from my children, while pursuing my career. All of this would not have been possible without a supportive wife and family.

Right now, I am trying to catch up on the things I've missed. But you can't catch up through your grandchildren. It is not the same. It is not right to take over the parental responsibility of raising your

children's children. I have been very fortunate that there has been a lot of understanding between me, my wife and my family and I am thankful for that.

Who influenced you the most?

My father. Although to a certain extent, he left us alone while we were growing up. Not because he didn't care but he knew the limit of his ability; in that he did not know how to read or write. Even signing his name was difficult. For him, he was always at peace with what he got or achieved. My father provided me with the moral compass, the stability in perspective and a baseline for my value system.



You have another brother (Dato Hamdillah) who is also a very high profile figure in the society. With the two of you being outstanding achievers, it's surprising to learn that your parents did not push you and your siblings to become "successful".

We tried to live up to their expectations although they did not necessarily have a specific expectation for us. Not in a spoken way. We came from a very religious family. My mother would make sure that there were rules we had to follow.

Do you have any expectations for your children?

I want my children to be happy, to be at peace with people around them and to have the desire to help when they can.

Is being successful not a priority?

I think I am more concerned with their happiness and them relating to the people around them; and that they have reliable and trustworthy friends. As for the notion of "success", I believe I have gone down that path before. It involved being pushed around by circumstances. To me success is the ability for them to find their happiness in doing what they enjoy to do.

What in your opinion are some of the qualities that make a great leader?

Great leaders give themselves to the community. We become what we are because of the community. Even within the family. Leaders must have the tenacity to pull through. You come back to the issue of popularity – I don't feel that success necessary equals popularity. It is temporary. It would not be an end to itself.

Looking back at your career, were you happy?

During the period when I was not able to be a teacher, and that was what I wanted to do, this initially disturbed me. However, I told myself that I should make a success of the role that I was trusted to perform. I had to change my psyche from aspiring to do things I would have loved to do, to loving the work that was given to me.

Which is more important: Passion or Commitment?

Well, the world is not made for me only. However, whatever I have to do, nobody can take the teacher out of me. Throughout my career, I have been more a teacher plus, plus, plus.

A great leader is a great teacher too?

You have to be!

Dato Alimin is the Senior Trustee of Pusat Eshan. His vision is for Pusat Eshan to be another centre of excellence, "measured by all the programmes they have, for learning and education for the disabled, and the rehabilitation for the kids. A centre of excellence which Brunei can be proud of."

This is an excerpt from an interview for SMU's Asian Centre for Oral History by Shaun Hoon.

HARNESSING THE POWER OF PEOPLE

An interview with Del Goh, General Manager of KFC and President of YEAB Brunei

“Leaders Eat Last” By Simon Sinek proposes that “True leadership is about empowering others to achieve things they didn’t think possible. Exceptional organisations he says, prioritise the well-being of their people and, in return, their people give everything they’ve got to protect and advance the well-being of one another and the organisation.” This idea seems to be at the core of Del Goh’s leadership philosophy. As the General Manager of KFC in Brunei, Del recognises the importance of putting people first in order to be a competent and effective leader in the fast food industry in Brunei.

What is the biggest challenge of leading KFC in Brunei?

Being in the food and beverage industry, I actually do not see myself in the restaurant or chicken business. I’m very clear that I’m in the people business. While there is the preparation and quality procedures that we follow to keep our food up to standard, it’s the people that I consider the essentials in the business. I deal with a lot of people, and they can be the biggest challenge or the greatest assets. Firstly, there is the staff. Our staff needs to be able to create a healthy environment wherever they work so that productivity is not compromised. The frontliners are the most important members of the family, and unfortunately, being in the corporate system there are many layers between myself and the frontliners in the restaurant. However, getting all the layers on the same page is the most important and the most challenging job.

Secondly, there are the customers. To win customers over using product is easier than to win them with the quality of service. And customers are looking at the overall service to invest their money and time in. So our restaurants need to have that comfortable environment as well. This is why I’m in the people business.

Photo courtesy of Del Goh



“ the funny thing about trust is that, I must give them trust first while I earn their trust. ”

How do you divide your time leading and managing 16 chains?

I obviously cannot do this alone. Therefore, I surround myself with people who are capable. In order for them to shine, I have to trust them. And the funny thing about trust is that, I must give them trust first while I earn their trust. And with a trusting relationship in place, I let them flourish in their scope of work. Everyone plays an important role in the system, I just make sure that the right people are in the right place - including myself.



Photo by Riley Khoo

What is unique about KFC's leadership culture that makes the brand such a worldwide success?

KFC is one of the most recognisable brands in the world. It has come from a rich legacy of the 11 secret herbs and spices. The brand builds itself. I'm just a caretaker of the brand for the Bruneian market. That's why I can focus on the people instead and let the food sell itself. But having said that, we do a lot of innovating.

We come up with many different promotional flavours that give customers variety throughout the year. We also listen to our customers. For example, we used to omit the Hot and Spicy flavour when we ran a promotional campaign for a new spicy taste. But when we did this we alienated those customers who loved our Hot and Spicy. So now, during promotional campaigns, we sell all three flavours.

As a young leader, how do you win the respect of your employees?

I am humble enough to admit my own mistakes. I give my employees my trust first before I ask for theirs and show them a vision that's worth striving for. I don't think age plays a factor. As long as you genuinely care for your employees, they will be your friends. Employees need to know that they are needed and

that they are trusted. I give them my assurance and watch them soar. But most importantly, I always lend them my ear whenever they need it. I'm there to listen to their personal problems and to give them advice. And I would also go to the restaurant level to do the same whenever needed.

As the President of YEAB, what is your vision for the organisation?

We want to be of a presence in the business community in Brunei. We are here not just for networking, but as a support system for one another. We also like to have fun, we organise many activities during the year for our members to meet one another. I hope the organisation will become more well known in the community - as a group of young and energetic individuals who want to see the community thrive and become more successful.

What role does YEAB play in the business society in Brunei at the moment?

We are a group of dynamic individuals from all walks of industry. Our wealth of knowledge is extensive as an organisation and we are here to support anyone out there who needs advice

when it comes to business. We also have direct contacts within the ministries so we can help open up channels for dialogue as well. YEAB is also a platform from which we can make contributions to the community, for example we have our yearly basket brigade to the kids in Temburong or our peer to peer support system.

You are also an active member of Toastmasters. How important are communication and public speaking skills to leadership?

So important. I used to be a hard core introvert. And after my experience with Toastmasters, I have opened up so much that I am now a more confident leader in my organisation and I am doing things that I never thought I would or could dream of doing. I'm standing on stages addressing hundreds of people, I've been nominated to become YEAB's president, and not to mention the first male president.

Being a confident speaker has provided me with many more opportunities, like being able to facilitate a seminar, emcee a wedding; or just following my passion for movies and creating a YouTube channel called The Reel Show. It is definitely a life changing experience.

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Transforming Lives Through Work:

How Hj Alimen Jaafar of Alimen Enterprises focuses on discovering and developing the unique capabilities of his employees with disabilities.



Photos by Riley Khoo

When Hj Alimen visited his suppliers in Singapore and Thailand who are in the gift production business, he noticed something unusual; many of the production workers were people with disabilities. And according to his business associates, these special people possess a superior attitude towards their line of work compared to other employees.

On returning from this trip last year, Hj Alimen gave this idea careful consideration and then decided to approach Pusat Bahagia in the hope of recruiting 11 Orang Kurang Upaya (OKU) or people with disabilities. The decision to do this not only changed Hj Alimen's business, it changed his life and theirs.

"I am now a more considerate, more socially aware and a more patient person," said Hj Alimen. And not only that, he is also a much happier

man. Hj Alimen recalled the old days of walking into the company feeling completely stressed and in a bad mood because things were not being done according to instructions. "With the OKUs, things are just different," smiled Hj Alimen. A year on, 9 of the 11 recruits are still with the company. A remarkable turnover ratio not just in terms of special needs people, but also in relation to the Brunei workforce in general.

Just the day before our interview, Hj Alimen issued a One Month Bonus to all the employees. This was perhaps the first time in many of the employees' lives that they had been given an incentive that showed recognition for their talent and hard work. But looking back, things were not always smooth sailing.

Amongst the special recruits, some are mute, some are autistic and others have emotional issues. Therefore, the management needed a lot of time to

discover each individual's strengths in order to assign the appropriate type of work. "There was no one size fit all approach," recalled Hj Alimen.

He then told us about one of his staff members who had a passion for cleaning. When he was given the task of house keeping, he took it so seriously that he cleaned the entire vicinity for three days going through many bottles of detergent. "The supervisor had to confiscate the window spray to deter him from doing any more scrubbing," said Hj Alimen.

Hj Alimen proudly pointed out that this group of people demonstrates special traits that make them invaluable contributors to the company. Firstly, if given the task of doing a repetitive and mundane type of job, like duct taping parts over and over again, after a while many people may lose interest and become less attentive.

A great organisation is about efficiency and effectiveness, as much as it is about compassion and good leadership.

However, this is not the case with the OKUs, they can do this type of job all day, everyday with a renewed sense of purpose, consistent passion and an eye for detail. Often times, they would not want to leave work until the tasks have been completed.

For this, Hj Alimen is extremely thankful to the parents and families for their understanding and support. Secondly, these workers would often turn up to work at 7.45am, even though the official working day starts at 8.30am. When it comes to work ethic, there is definitely something we can learn from these extraordinary craftsmen. And thirdly, Hj Alimen said that the OKUs are excellent at following instructions.

For instance, in the past when Hj Alimen would ask the workers to conserve energy by switching off the power after work, this was hardly ever done. But with the OKUs, this is not an issue as he is certain that these instructions are followed. The only problem is though, he laughed, "They have to be kindly told not to switch off the alarm system."

Indeed, there is no such thing as the perfect employee, but with determination, this organisation is showing that anything can be accomplished. One of the biggest joys of this experience for Hj Alimen is to see this batch of employees expand

their skill sets and over time increase in confidence and self esteem. While the initial training was challenging, time has proven that the effort was worthwhile. For Hj Alimen, exercising leadership is not just about giving instructions to his staff about the work that needs to be done, the toughest part of his role as leader is setting an example for the staff to follow.

This is perhaps why the name Alimen Enterprise is synonymous with quality. Hj Alimen does not compromise when it comes to standards. An accountant and an economist by training, Hj Alimen found his true passion in the designing process involved in the gift business. He has the unique ability to visualise from concept to the final product. He also has the technical knowledge that is needed to bring the ideas to life. As well as this, he is able to communicate his vision to the customers and to convince them about its value before it is even completed. His honesty and solid work ethic sets him apart from other competitors and won him the trust and respect of highly respectable customers across the country.

Hj Alimen's work philosophy reminds us that a great organisation is about efficiency and effectiveness, as much as it is about compassion and good leadership.





“ We want to encourage people to see how volunteerism can change lives – theirs and the people they work with.”

Photo courtesy of La Vida

Photo: Mrs. Patricia Chong (right), Special Needs Coordinator and team at an outreach program.

Knocking Down Barriers with Hope & Optimism

Dawn Lee
Manager at La Vida

Do women have a certain soft skill set that makes them better leaders than men? For instance, it is thought that women are more likely to possess traits such as empathy, vulnerability, humility, inclusiveness, generosity, balance, patience whereas men are generally lacking in them. Studies have also indicated that women use these qualities more effectively to reach their goals. Whatever your point of view, it is undeniable that there are many great female leaders in the world today who bring distinct personality and motivational strengths to the role of leadership. To try and gain a better understanding of this issue, we interviewed a Bruneian woman whose deep sense of compassion for others is fuelling her drive to empower members of our community who are physically and mentally challenged. Mrs. Dawn Lee has been the Manager at La Vida since 2011. She is a lady who knows what it is like to have unexpected illness strike in a family. She has experienced the fear,

anxiety, sense of confusion and hopelessness that families feel when a loved one suddenly develops a disease like cancer or has a mental breakdown. As well as this, Dawn has also worked closely with special needs children and their parents for many years, so she understands the mountain of difficulties and uncertainties that they often have to face. This is why Dawn and her loyal team of volunteers, continue to work tirelessly to make La Vida a sanctuary of support and solace for parents and children with special needs; and for anyone who is experiencing unexpected mental or physical challenges. As she said, “Regardless of race, religion or creed – anyone who needs help is welcome here.” So what does it take to successfully lead this type of organisation? We discovered that it’s definitely a combination of the above mentioned personal traits, but more importantly, it is an irrefutable belief in the cause and a blatant refusal to give up!

Dawn’s concern for the well-being of others is at the core of her leadership style. As a wife and mother of two teenage children, Dawn brings her caring and nurturing skills from home to her role at La Vida. She and her team are there to offer guidance, advice and most of all support to any family that walks into the centre. As a Bruneian Dawn is aware of the many cultural differences and expectations, so she listens attentively and can competently assess each situation. She would then either suggest programs that people can get involved with at the centre or connect them with other relevant sources of help. In terms of her relationship with her staff, she sees them as part of her family. She trusts and respects her staff; encourages them to learn and grow; listens to their ideas and allows them to become involved in collaborative decision making. However, Dawn’s ultimate aim is to create an environment in which “we all reach out to each other with genuine care, compassion and respect.” This she believes is crucial to the stability and continued success of the organisation.

Turning ideas into action is one of her main challenges. Dawn tackles this with grit, creative ideas and a lot of optimism. Having limited resources at her disposal, she has to rely on her ideas, networking skills and most of all her team. Having worked for 12 years with both local and regional non-profit organisations; and having acquired professional training in South Africa, Singapore and Malaysia, Dawn uses this knowledge and experience to come up with innovative ways to utilise her greatest asset – people. Dawn explained, “La Vida started in 2007 as a toy library and a parent resource centre. However, today we are growing and our needs are expanding. Currently we are trying to include professional therapists in the area of Special Needs because we know how important it is for parents to get accurate and up-to-date information at the earliest stage possible. At the same time we are also working hard to recruit volunteers as their contribution is invaluable in so many ways.” In order

to accomplish these goals, Dawn has to rely on a steady stream of supporters and sponsors like local businesses, craft groups and other individuals who understand the importance and urgency of the La Vida cause. It is with this help, that La Vida was able to organise events such as the Special Olympics, the Charity Golf Competition and the Craft Bazaar.



Dawn Lee, Manager of La Vida

Being solution-focused with the ability to dream and envision different ways of doing things is yet another one of Dawn’s strengths. First and foremost, Dawn and her team firmly believe that their mission is to remove “labels” and to make sure that everyone is included. The aim is to give everyone the opportunity to develop to their fullest potential. In terms of special needs children, the team at La Vida works to connect families and to help empower them to help their special needs children in simple ways. For example, she encourages families to let their children participate in playgroups; take the kids on outings to the Mall and Tasek Lama; and get involved in sporting events, music and art lessons. Dawn explained that, “It’s amazing to see these kids’ blossom when they are exposed to activities which take place in a safe and supportive environment. The families also feel so much happier!” In addition to this, the team also provides support to patients at RIPAS by organising extra activities that are fun and engaging. As Dawn said,

“I believe that by finding new ways to include people who are “different”, society will begin to see their potential and ability to grow and contribute - in their own unique ways.”

She works synergistically in order to sow seeds of greatness for the future. In charge of promoting Asset Based Community Development, Dawn has to communicate the purpose of La Vida to local and regional businesses, schools, community groups and volunteers. Her challenge is to get different people to work together to support the centre. So how does she rally these people to this cause? With passion and sincerity! Recently, she and her team had a booth at UBD to try and increase public awareness of their work; and to try to get more people interested in volunteering at the centre. Dawn explained, “We want to encourage people to see how volunteerism can change lives - both theirs and the people they work with. At La Vida our volunteers learn a lot and end up feeling a sense of fulfilment from the connections that they make with the special needs children. And part of my job is to educate them about what we do.” She further explained, “Seeing the young volunteers develop and form bonds with the children and understand what it is like to walk in their shoes; and seeing how they become more aware and accepting of people who are “different” is very rewarding for me.” Dawn even recalled that one of her volunteers went on to study architecture and because of his experience at La Vida, he is now determined to design buildings in Brunei that are more suitable for people with special needs. It is clear that Dawn has many ideas for the future and wants to see this centre flourish for the benefit of everyone. No matter what, this is a woman who will continue to use her patience, empathy, generosity of spirit and determination to find new ways to bring people together to keep La Vida functioning as a vital part of our community.

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


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Quick chat with Corporate Leaders in Brunei



Haniza Zakariya
Country Manager
Microsoft (Brunei) Sdn Bhd



What steps should a person take to prepare himself or herself to be a better leader?

Firstly, give that person the opportunity. Whether ready or not, give that first chance to him/her. The rest is about making it happen with the right culture, measurement and expectation...

What is your advice to leaders facing adversity, especially in the current economic environment?

I would say it is all about having the right mindset. A change of mindset helps eliminate half of the blocks or hurdles.

Describe to us your leadership style. Why has it been effective?

Being personal, driving the partnership and at times being brutally honest about opportunities and challenges. I find that being honest makes me sleep well at night. Ha ha

What is your legacy as a leader?

Leaving people who have great talents behind and seeing them successful in whatever spectrum of their interests. And when they look back, they will thank me for all the coaching and mentoring which helped them to get to where they have landed or transitioned - that is satisfaction!

Tell us a story of a leader who has influenced you the most.

My first manager when I worked for Celcom (M) Berhad at the age of 22 years old, Mr Badry Hanafi (he is now a silent entrepreneur). He pushed me to limits that I never thought I could get to at the age of 22. He taught me the true meaning of self-confidence, commitment, personal sacrifice, staying ahead of the curve and about manoeuvring and negotiating... you name it. I owe him the most for where I am today.



Jérôme Jean Hubert van Helden
General Manager
Radisson Hotel Brunei Darussalam



What steps should a person take to prepare himself or herself to be a better leader?

In the hospitality industry a key quality of a leader is presentation, as appearance is very important in this industry. Furthermore a leader would need to show drive and a certain hunger to prove themselves. Depending on the position of leadership I would look at specific qualities in that person, such as organisational skills and training capability. A leader also needs to be someone that knows he can handle the job. Even if the job is new to that person, the desire to succeed needs to be there; as well as the drive to continuously improve and to look for new challenges along the way.

Describe to us your leadership style. Why has it been effective?

I have a varied management or leadership style, where I look at the team members and assess how to lead them. Some would need more coaching and support than others as no person is the same. I believe it is important to have a good atmosphere and therefore I have a relaxed approach and give people the freedom to develop. However as I am a very direct and open leader everyone knows what is expected of them and it gives them a feeling of empowerment. As a leader, you can't do everything by yourself, therefore it is important to involve others and build from there.

In your opinion, what differentiates a good leader from a great one?

I believe that a good leader is someone who you can depend on to get the job done just as you expect. A great leader would get the job done as well, but would achieve a better result than expected, by inspiring his or her associates and all other stakeholders. A great leader knows exactly how to motivate all of his associates to achieve the best possible result. In the hospitality industry, service is key and this makes all the difference. If everyone is motivated within the hotel, the guests feel it when entering the premises and will feel comfortable from the start. Great leaders understand anyone can make a mistake as no one is perfect, but you have to learn from your mistakes. Understanding weaknesses and making those your strengths makes great leaders, not just good ones.



Aldrin E. Arumugam
General Manager Brunei
Singapore Airlines



What are some of the steps one can take to prepare him or herself to be a better leader?

Observe people who are good leaders, we can learn so much from the phenomenal leaders that we have had throughout the world. Again, we ask the question are good leaders born or bred? I believe that you have the natural born leaders and you have the leaders that develop. Both of whom need to be taught certain fundamentals of leadership. However, the important thing is to translate what we have learnt and infuse it with your own style of leadership to come up with a winning formula.

What are some of the key qualities you look for in a leader?

Drive, focus and intellect are essential, but these attributes will be nothing without charisma and the ability to lead by example. A leader is not afraid to make decisions and should have the resilience and tenacity to take on challenges and failures, as well as celebrate the successes with his team giving due credit. Many leaders today are afraid to share the success with the team/organisation and to give credit to them. A pat on the back goes a long way to garner dedication, loyalty and determination.

In your opinion, what differentiates a good leader from a great one?

A good leader can lead, achieve the mission/goal and command respect, but a great leader is one who has the ability to touch every single person in the team, motivate them, keep them driven and to continue to focus on the mission/goal even after the person (leader) has gone.

Tell us a story of a leader that has influenced you the most.

Mahatma Gandhi is one such leader who had a quiet, unassuming style. With his simple (not simplistic), clear message and focus, he moved "boulders". How was this simple man so influential? He believed in what he preached and he led by example. He made the time to listen and learn from the interactions he had with everyday folk, as well as with world leaders. He was genuinely convincing and contrite in his belief. He had some similarities with a recent powerhouse...Steve Jobs.



Rino Donosepoetro
Chief Executive Officer
Standard Chartered Bank Brunei



What are some of the steps one can take to prepare him or herself to be a better leader?

Leadership cuts across the many different facets of life – business, politics, sports and others. People often debate whether leadership comes from birth or acquired over time and I think it is a bit of both. People are born with a degree of leadership embedded in their inherent character and personality, but it is the life experience that would hone this further to a varying degree depending on one's upbringing and development. In business, the quest to continuously improve leadership starts from the basics – employ sound logic, believe in what the team sets out to do, collaborate, focus on achieving results, and have the courage to try non-conventional things. From time to time, joining suitable courses for leadership development may also be useful and so is finding inspirations from well-known leaders from all walks of life.

What is your advice to leaders facing adversity, especially in the current economic environment?

The word resilience would be the first that comes to mind – no pain no gain. We also need to be able to think more strategically to understand what influences the economic environment, both positives and negatives, and endeavour to find ways to anticipate better or turn them around into opportunities. The global environment is getting significantly more dynamic with technological advancements and globalisation, so in order to succeed every business leader must be able to scan the horizon effectively and become highly adaptive to the fast-changing landscape.

In your opinion, what differentiates a good leader from a great one?

Good leaders are people who are typically collaborative and receptive to the ideas and views of others. They are able to establish an acute understanding of their company's capabilities and potential by talking to and listening to their employees, customers and stakeholders. They also learn from their successes as well as their failures. However, great leaders I think are those who, on top of all the qualities above, also had a strong sense of values and a clear vision for their organisations. They not only talk about their ethical values, they live by those values. They would continually foster a climate of trust – from what they said, to how they listened, to how they acted on what they learned. And through their vision, they can establish the atmosphere of commitment, teamwork, and energy that characterises successful companies.

Tell us a story of a leader who has influenced you the most.

I studied International Politics and one of the world leaders I have always admired growing up is Mr. Lee Kuan Yew of Singapore. I think he is the epitome of leadership where his extraordinary vision and unwavering values transformed Singapore from the small city-state with minimal natural resources in the independence time into the economic powerhouse that it is today.

Rich Dad on Military Leadership

How Kiyosaki's advice can be applicable to the US and to Brunei.

Robert Kiyosaki recently launched his book, *8 Lessons in Military Leadership for Entrepreneurs*. The purpose is to encourage the military war veterans in the USA to consider entrepreneurship, as he believes that military training provides a good foundation for entrepreneurship.

As part of Brunei's Vision 2035 aims to promote diversification by encouraging citizens to consider entrepreneurship to elevate the economy, we saw a relevant and transferable dialogue written in Kiyosaki's book, and decided to contact Mr Kiyosaki for an interview on the subject.

We hope you will find the interview timely, educational and inspiring!

You mentioned in your latest book, *8 Lessons in Military Leadership* that "the reason entrepreneurs are important is because only real entrepreneurs create real jobs and real prosperity." Can you further elaborate on how entrepreneurship can be relevant to a country's economic development?

Entrepreneurs create businesses and jobs—and when a business is successful its profits add fuel to the economy and employees (more and more employees... as the company grows and becomes more successful) have paychecks to spend and that spending, too, fuels the economy.

“While governments can and do create jobs, the private sector is more motivated to innovate and the jobs created by entrepreneurs are “true” jobs—the result of demand for products and services.”



Soldiers in training. A cut scene from *Ah Boy To Man*.

Entrepreneurs, in my experience, are fueled by a passion. They see a way that they can serve, a need that is not being met, an opportunity that they can capitalise upon, or a way of life that will give them and their families choices that may not be available to others.

In a society or country in which the government plays a huge role in providing social programs and subsidies to its people—and where traditional thinking related to jobs, income, and lifestyle is the norm—it may be hard for entrepreneurship to flourish... or even find a foothold.

I believe that most true entrepreneurs are not deterred by obstacles or challenges. In many cases it's those very challenges that deliver the motivation and

inspiration to follow their dreams. They often see a need and know that they can use their natural talents and gifts to make a difference in their world. Most do not travel down this path for financial success, but many do achieve it. For most entrepreneurs, it is their passion and mission that drive them. They know they can make a contribution and are willing to take on the challenge and defy the odds of success.

While governments can and do create jobs, the private sector is often more motivated to innovate and the jobs created by entrepreneurs are “true” jobs—the result of demand for products and services.

Brunei's economy is currently undergoing a challenging period with oil prices having fallen to almost 50% of its previous value. The need for diversification and the call for

entrepreneurship have never been more urgent. How can Brunei develop more entrepreneurs?

Entrepreneurs see problems and create ways to solve them. They see opportunities and find ways to seize them. Entrepreneurs are not afraid of long hours, hard work, or bouncing back from failures...and most work months, if not years, without a paycheck. They are driven by a mission and inspire those around them to join them in that mission.

If Brunei is looking to develop more entrepreneurs I would encourage its leaders to celebrate non-traditional thinking, looking beyond the obvious for creative solutions to problems and challenges, teach business and entrepreneurship and investing to its young people, and train their minds to see what their eyes do not. Entrepreneurship is a calling...it is a “fire in the belly” that



Photos courtesy of Robert T. Kiyosaki

“If Brunei is looking to develop more entrepreneurs I would encourage its leaders to celebrate non-traditional thinking, looking beyond the obvious for creative solutions to problems and challenges, teach business and entrepreneurship and investing to its young people, and train their minds to see what their eyes do not.”

drives a person to find better and cheaper and faster ways to deliver products and services. It is being innovative and creative...in finding ways to do more with less. We can encourage and develop entrepreneurs if we create an environment that challenges the old ways of thinking, that rewards people for learning from their mistakes, and that fosters a spirit of collaboration in taking on the challenges and opportunities of today...and tomorrow.

The name Robert Kiyosaki is synonymous with personal finance. According to Amazon.com, your book, Rich Dad Poor Dad is the #1

Personal Finance book of all time. You have since published titles such as CASHFLOW Quadrant, Rich Dad's Guide to investing, Unfair Advantage and Second Chance...all of which have become instant bestsellers. Your latest book is from a different genre – Military Leadership. Why have you chosen to explore this topic? What is this book's core message?

There isn't a day that goes by that I don't think about—and use—lessons and training from my years at the Merchant Marine Academy and in the U.S. Marine Corps. I know that my success, today, as an entrepreneur is a direct result of the

training, leadership opportunities and experiences I had during my college years at Kings Point (U.S. Merchant Marine Academy) and in Vietnam. The values and skills we learned were tested under pressure and we learned a lot about ourselves. I learned that I needed discipline in my life and the structures of the military provided it. I needed experience as a leader, and the military taught me to use my natural strengths to develop strong leadership skills. I was drawn to the mission of the US Marine Corps...and when Kim and I created The Rich Dad Company we were crystal clear on the importance of mission in the world of business.

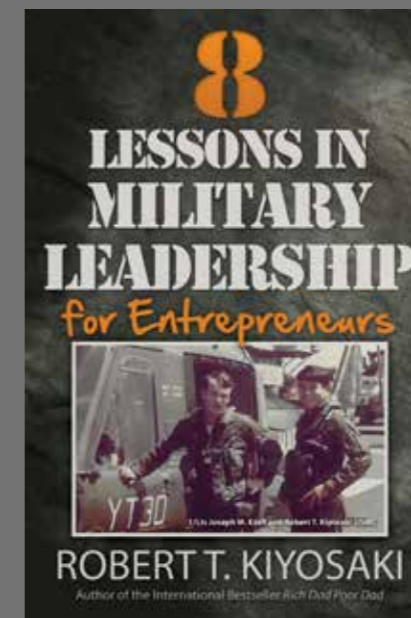
The book's core message is that, with good “jobs” becoming harder and harder to find, I want to encourage the men and women in the armed forces who have learned so much in their years of training and service, to put those skills and talents to work. Many face significant challenges as they transition back into civilian life and one of the key messages in that book is to draw upon all that they have learned and experienced and accomplished—and consider the path of entrepreneurship. I hope these new entrepreneurs will create the company or “job” of their dreams... one that addresses and serves a need in society but also delivers (for themselves and their fellow veterans) an opportunity to create the life they dream of for themselves and their families.

It breaks my heart to see those who have served us all so bravely and selflessly return home to economic challenges, poor job prospects, and an uncertain future. I want them to realise that they have the skills and the power to pursue the path of entrepreneurship.

Military leadership sounds rigid and disciplinary. What about the softer side of business that requires lateral thinking and relationship building, is this not as important? What is the difference between military and corporate leadership?

When I designed the B-I Triangle—the 8 Integrities of a Business—I did it with an outer triangle that allows the five inner components to hold their shape. The three exterior sides of the B-I Triangle are: Mission, Leadership and Team. These three elements truly are the foundations for any successful business... shared vision in a mission, strong and visionary leadership, and a team of like-minded individuals who bring a wide range of skills and talents in support of the team and its mission.

Relationships, in my experience, are built on trust and shared values...and there is no better environment for building trust than within the military. Our veterans and reservists bring valuable core values to roles as entrepreneurs and have a great likelihood of success.



In your book, you spoke at length about building a learning culture in an organisation as a key ingredient to developing a successful entrepreneur. “To become a successful entrepreneur, I strongly suggest you take the military’s culture of constant education and constant training to heart and instill that culture in your business.”

However, in Asia, there are many entrepreneurs who are extremely street smart and successful who do not share your principle. To an extent, the open sharing of information such as cost and profit margin are rarely discussed, especially amongst small businesses in this part of the world. Employees are often hired to do, not to learn. How can we change this mindset?

A good starting point for a change in this mindset might be with education

within the personal development arena, versus “business” education. There are, in my opinion, times for a business owner to share “inside” information... and times when those disclosures, that transparency, is only a small part of building a great team. All of us at Rich Dad believe in life-long learning and in constantly challenging ourselves to become the best we can be. This includes reading and studying—all kinds of different topics and books. It includes a focus on health and wellness—so that we are strong and fit and ready to take on challenges. Vocabulary building—learning the language of money and business and investing—is another area of focus as we fulfill our commitment to education and creating and strengthening a common culture... one of learning and education.

What in your opinion is the single most important characteristic of a great leader?

I believe that the single most important characteristic of a great leader is spiritual strength. When times are the toughest, days the darkest...a true leader is able to draw on an inner strength that will guide and sustain them and inspire their teams and organisations. The other factor that makes spiritual strength such an important attribute is that we are all capable of enormous strength of spirit.

We've all heard stories of people doing “the impossible”—something that would be considered physically or mentally impossible. How does that happen? What makes it possible? I believe that people can nurture a strong and resilient inner strength, their rich spirit, and take great comfort in the fact that they can draw upon—call upon—that spiritual strength when they are facing the toughest of times.



Receive 10% off 8 Lesson in Military Leadership and up to 20% discount on ALL Rich Dad's series from Best Eastern Bookstores. Offer ends 30th Sept 2015.

SIA's Premium Economy Class: A Timely Innovation in the Air

It doesn't matter what industry you are in, if you were to ask customers what they want, you'd get the same answer: They want to get maximum value for their money.

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Photo Courtesy of SIA

To ensure a seamless experience that begins on the ground, priority check-in and baggage handling will be offered to customers traveling in Premium Economy Class. Customers will also enjoy a baggage allowance of 35kg. with Kris Flyer members receiving 10% more miles when they fly in Premium Economy.

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WORDS OF WISDOM

from inspirational leaders

STRATEGIC PLANNING

“As a leader, one should spend more time than others planning for the future.”

Li Ka Shing went from humble circumstances as a fatherless teenager to becoming one of the world's richest business leaders and most generous philanthropists.



Li Ka Shing

VISION, TENACITY, GRIT



Jack Ma

“There are skills that are vital to successful leadership of any company or endeavour — vision, tenacity, and grit. A leader must be a visionary, able to see opportunity where others do not and acknowledge challenges before they come. A leader must be tenacious, be able to “hang in there” when a less determined individual would have long since given up. A leader must have grit, that ability to buckle down and do what is required in order to get the job before them, done.”

Jack Ma is a former English teacher who claims he got rejected from Harvard 10 times. However he captured the world stage in September 2014 with the record-breaking \$25 billion initial public offering of his e-commerce powerhouse Alibaba Group on the New York Stock Exchange. He also is also an active philanthropist.

COURAGE

To lead, you need to let go. As a trailblazer, Admiral Howard learnt the value of traveling light and letting go of mental baggage.

“A lot of times I was one of very few women and sometimes I was the only minority,” she says. “If you are one of one or one of few, it’s easy to become self-isolating and just presume that people aren’t engaging with you in a normal way. And I realized, boy, that’s going to become a self-fulfilling prophecy. You have to let go of your own biases and negative experiences you’ve already had and continue to try to be the successful person you want to be.”

Admiral Michelle Howard is the first African-American Navy commander and first four star woman in Navy history. She also played a key role in the rescue of Captain Richard Phillips, whose kidnapping by Somali pirates became a film.



Michelle Howard

SACRIFICE

“He was a man of courage and uncompromising thoughtfulness.”



Joseph Selungin

This was the statement made by Amazing Borneo about their guide who sacrificed his life to try and save his climbers. After the earthquake hit Mount Kinabalu on June 5th, 2015 Sabah Mountain Guide 33 year old Joseph Selungin was seen “using his body as a shield to protect his guests.”

THE INSTINCT TO EXCEL

An interview with
Kathy Gong
by Shaun Hoon

Back in May, I visited Kathy Gong's office in Beijing. In the meeting, I was struck by the similarities we share in company culture despite being a world apart; both of our offices have a punching bag, a small team of passionate people and a leisure table: hers a pool table and mine a Ping Pong table. That was where the similarity ended.

I was energised by Kathy's passion for CSR and community involvement, while at the same time I was also invigorated by the wide global perspective and in-depth knowledge of this young 29 year old. Her multifaceted strategic approach to business innovation was not only an eye opener, but an inspiration.

Kathy Gong owns four businesses, including KG Inc, an enterprise focused on bridging business relations between Chinese and international companies. Not surprisingly, Kathy was also the youngest international chess master in China - reaching the pinnacle at the age of 13. She was also the youngest Board member of the World Economic Forum Global Shapers Community.

Below is an excerpt of our discussion.

At the age of 28, you were the youngest board member of the World Economic Forum Global Shapers Community. How did this involvement shape your thinking? How did it prepare you to become a leader?

I feel prouder of being a shaper than a foundation board member. A group of shapers bring real action and positive social projects into each of their own communities - and all of them united together make a global impact and then the unheard voice is heard. That's when things happen that give you a new and bigger purpose that is beyond you and your life.

Being a board member trained my strategic thinking. Global Shapers Community has 4000 shapers from 450 cities (hubs) globally and we are growing rapidly every year. Its vision and core remains - Improving the State of the World yet at the same time keeping its

creativity and constructive chaos (when it comes to young people). This is what I learnt from Prof. Schwab, the founder of World Economic Forum and other board members. It is a real privilege. Of course one of the responsibilities for me is also to speak for my country as the only member from China.

This experience has broadened the horizon of my life and deepened my understanding. It was not so much about the people you get to meet like political leaders, Heads of State and business leaders such as Bill Gates, Larry Page or Jack Ma etc. But meeting these people have made me both bold and humble at the same time - and this has enabled me to chase my dream and to live beyond it. In Chinese we say 不卑不亢; or as Joseph Rudyard Kipling put it: "If you can talk with crowds and keep your virtue, Or walk with kings - nor lose the common touch."



Photo: Kathy Gong in an interview with Wu Chun

“Excellent calculation only makes a good chess player; imagination and creativity create a master.”

- Kathy Gong
Global Shaper, World Economic Forum

Your company put together a spectacular APEC Women's conference in Beijing last year, attracting thought leaders and high profile personalities to the event including Ru Yi (the Oprah Winfrey of China),... and Brunei's very own Wu Chun. What were some of the obstacles you had to overcome to make this conference a success? What lessons did you learn from this experience?

The cause of APEC Women Leadership Forum is very close to my heart as a female entrepreneur. Organising this

conference was fun and challenging, especially the fund raising. The budget to organise this two day conference for 300 people was around USD \$600,000.

When the opportunity arose, I immediately said yes to organising the APEC Women Leadership Forum starting from 2013 even though at that time I only had less than \$1000 in my pocket, and that was my entire initial asset to start my own business. I hate to raise funds and borrow money from my friends because

asking for favours makes an entrepreneur mentally weak and friendships become tricky. I also believe that most of the time in life hard choices are the right choices. Therefore I chose the hard choice - to get sponsorship from unknown companies. I literally made 100 cold calls every day and knocked on every door in almost all office buildings in Beijing CBD. I even pretended to be the front desk of my company KG Inc and made up a fake name Daisy. Out of 500 of cold calls and cold visits, 3 said yes.



Photo: Kathy Gong (middle) on a panel with Global Leaders in the World Economic Forum

From this experience, I always remind myself and my colleagues that: every great thing has a humble beginning. I firmly believe in this.

At the age of 13, you became the youngest international chess master in the history of the China. How has the game of Chess helped in your entrepreneurship endeavour?

Chess is the love of my life and is part of my brain. Chess is a game of beauty based on logic, probabilities, psychology, structured thinking and most of all, wild imagination. It has shaped me into being very logical; but also childlike so that I follow my heart and creativity.

When it comes to business, my natural thinking process on even a small matter is like chess playing. For example, if I make this move, what potential moves will my counter-partner make? And then what should I do in response? Or if I do this,

what possible moves will I encounter and how should I prepare to maximise the success rate and to reduce the expected risk? "Accidents or bad surprises" happen less in my work life. In chess we refer to accidents as the move you fail to calculate.

However excellent calculation only makes a good chess player; imagination and creativity create a master. In business too imagination and creativity only come from freedom - the freedom to believe, to challenge, to fail, to fear, to love and to follow your heart and soul. Chess grants me a heart and brain to discover my freedom on the chess board and beyond.

Your company recently launched an App that could potentially revolutionise the way we do business by simplifying the communication process through digital mind-map while integrating the elements of social media. Tell us about the innovation.

PinPoint breaks down lengthy conversation into key points, forcing business communication to be simple yet structured - so that everyone can understand. It also integrates instant mobile solutions and provides real-time data analysis on project process, team performance and productivity.

PinPoint will be globally launched this July with both English and Chinese versions. In August we will offer accurate real-time translation, potential partners recommendations and financial offerings, all for free!

Which leader inspires you and why?

It's hard to say. I am inspired by so many of the leaders. But if I have to name one - I admire Aung San Suu Kyi, because she is a woman who fights for the freedom she believes in with love and kindness.



Photo: Annual Curator's Meeting at Geneva 2014

“A group of shapers bring real action and positive social projects into each of their own communities - and all of them united together make a global impact and then the unheard voice is heard.”

- Kathy Gong
Global Shaper, World Economic Forum

FINDING GLOBAL SHAPERS IN BANDAR SERI BEGAWAN

What is the Global Shapers Community?

The Global Shapers Community is an international initiative by the World Economic Forum that empowers a diverse group of the brightest and most outstanding young leaders between 20 to 29 years old in each city to identify and address issues in local community and make changes. So that you can make the city you live in - a better place to live.

What are the benefits of being a Global Shaper?

As a Global Shaper, you will be exposed to a network of like-minded young people who are the best in their unique capacity in over 450 cities around the world that share the same passion and vision to change the world.

You will also have access to Global Hub, an online portal where Hubs and Shapers share information about their news, projects and events happenings in their respective communities.

You will have the opportunity to apply to attend World Economic events, including the Annual Meeting in Davos, the Annual Meeting of the New Champions, which takes place in the People's Republic of China, as well as various regional meetings around the world.

If that is not enough reason, you get to be a part of a group to make a real difference to your community. That, we think, is the ultimate reward in itself.

How can I find out more information about Global Shapers Community?

You can visit www.GlobalShapers.Org for more information.

How can I be a part of it?

Firstly, you need to be between 20-29 year old, and be willing to commit to Global Shapers activities at least twice a month in your city.

We try to have as diverse a group as possible, and pick people based on their merit, expertise and competency. We are looking for people with a good track record in making things happen and contributing in community projects; one who has exhibited exemplary leadership qualities and very importantly, who has a passion to improve the status quo.

Interested parties can send in their CV to Shaun Hoon, the Global Shaper Curator of Bandar Seri Begawan to the following email address: bandar-seri-begawan@globalshapers.org.

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REGIONAL LEADERS DR LIM LAI CHENG | SINGAPORE

A Catalyst for Asia's Leaders

An interview with Dr Lim Lai Cheng
Academic Director of the Institute for Societal Leadership,
Singapore Management University

SMU recently started a new segment headed by you called Institute for Societal Leadership (in Asia). What is it about?

The Institute for Societal Leadership (ISL) was established by the Singapore Management University in January 2014 with the aim of advancing knowledge on societal leadership for the betterment of society. We conduct applied research, create and amplify content about societal leadership, and invest in current and emerging societal leaders through leadership development programmes.

My colleagues and I have defined societal leadership as the sustained practice of creating value and impact for the betterment of society within one's sphere of influence, and are in the midst of coming up with a theoretical framework for the concept, based on case studies of exemplary social impact organisations that we have come across in Southeast Asia.

We have also launched an online journal to draw attention to social catalysts and societal leaders in the region. Their inspiring stories can be found at our Catalyst Asia website at <https://catalystasia.wordpress.com/>

One of the key projects that I am particularly excited about is called Digital Narratives of Asia. What we have started to do is to record interviews with senior societal leaders in the region in an attempt to surface the common traits of effective societal leaders in Southeast Asia (and Asia), and to find out whether the traits that make people effective societal leaders differ across socio-cultural and historical contexts.

I have analysed 13 of the interviews so far, with leaders such as former President of the Philippines, Fidel Ramos, Mr S R Nathan, Singapore's sixth President, Dr Emil Salim, former Minister of Transport and Environment in Indonesia, Mdm Chea Vannath, social advocate and former President, Centre for Social Development, Cambodia, Mr Nguyen Khac Huynh, former Ambassador and war veteran during the Vietnam War, Mr Ramon Navaratnam, former Secretary-General of the Malaysian Ministry of Transport, and Mr Ko Ko Gyi (Myanmar), Burmese politician and leading democracy activist.



Photo Courtesy of Dr Lim Lai Cheng

I would like to highlight the four key clusters of traits that our interviewees exemplified or identified as behavioural traits they admire in the leaders of their time. The first is humility and depth of character which encompasses characteristics such as being modest in behavior, knowing what people inherently want, valuing the intellect, and having the ability to see beyond the temporal. The second is single-mindedness and drive. These leaders have a strong sense of purpose, courage, persistence, and fortitude. They are decisive and firm. Thirdly, they are value-driven and have a strong sense of justice and are known for putting service to country before self. They also have a strong work ethic. Lastly, they are adept at strategy, often possessing far-sightedness while being very grounded and practical.

It is a little premature to say whether the traits that Asian leaders possess are different from Western leaders. I would need to do a lot more literature review and work on more interviews before any insights can be drawn here.

Just to shift the focus a bit, Singapore has just mourned the passing of its greatest leader, Mr Lee Kuan Yew. How would you describe the legacy of the late Mr Lee Kuan Yew to the next generation who has never met the great man?

I have had the privilege of three close encounters with Mr Lee Kuan Yew when he was Minister Mentor. The first was at a round table discussion with key officials at the Ministry of Education on language policies. My colleagues and I who were in charge of the mother tongue and English language

syllabuses were present. He wanted to know what we were doing to raise the language proficiency of Singaporeans. Mr Lee's concern with Singaporeans' connectivity to the world through the mastery of English, as well as our cultural anchoring through the mother tongue had been a lifelong preoccupation. He kept the Ministry of Education on its toes and consistently articulated strong views on the need for Singaporeans to speak standard English and never Singlish in schools and public communication.

In 2011, Mr Lee had graciously accepted a request by his alma mater, Raffles Institution (RI), to be the guest of honour at a fund-raising dinner. Visibly frail, Mr Lee spoke of the one thing that he had learnt as a student in RI, which he later applied in his political life, and that was the principle of meritocracy which he wholeheartedly believed in and embraced. Mr Lee visited the school a few months later to personally apprise himself of how the institution had evolved. As principal of RI, I accompanied him as he visited classes, engaged with staff and quizzed students on their family background, their parents' educational level and their aspirations. He wrote after the visit that even though the school was vastly different from the one he studied in, one thing remained important for it to thrive – and that is bright students, strong teachers and dedicated principals. He also commented that he was glad to see that the plants in the compound have been well looked after.

My encounter with Mr Lee made me marvel at the wide span of ideas, passions and concerns that one man could concurrently hold in his head. Here was a man who had his pulse always on the global forces at play and yet, was equally meticulous with domestic details. Well exposed to seasoned politicians and thought leaders across the world, he singularly cared to hear

the thoughts and aspirations of young Singaporeans and was concerned about social mobility and the stratification in a maturing Singapore. There have been countless declarations by individuals of what they admired in the founding Prime Minister of Singapore. I would like to highlight the three most prominent traits that have surfaced in the various articles and interviews I have read during this period.

The first is his strategic foresight and vision for Singapore. To quote Joseph Liow, Senior Fellow at the Brookings Institute:

When Singapore was booted out of the Federation of Malaysia on Aug 9, 1965, and left to fend for itself, what it needed was not a hardnosed pragmatist, but an idealist with a vision of an independent Singapore that would stand out from its neighbours, all bogged down in the dire conditions that defined Cold War South-east Asia. Mr Lee also showed his deep understanding of the social-cultural context that underscored Singaporean society and his ability to harness the strengths of communitarian values. In an interview with Foreign Affairs in 1994, he said: "We have focused on basics in Singapore. We used the family to push economic growth, factoring the ambitions of a person and his family into our planning. We have tried to improve the lot of children through education. The government can create a setting in which people can live happily and succeed and express themselves, but finally it is what people do with their lives that determines economic success or failure. We were fortunate we had this cultural backdrop, the belief in thrift, hard work, filial piety and loyalty in the extended family, and, most of all, the respect for scholarship and learning."

The second most admired trait that defined Lee Kuan Yew is his singleminded focus and dogged



Photo: Bloomberg

A Giant Among Men

determination to achieve what he set out to do: British Prime Minister Tony Blair had this to say of Mr Lee, "He was probably the first leader in that later part of the 20th century to understand that governing was about efficacy rather than ideology, and that the most important thing in politics is to search for the right answer and then do it, rather than start from some ideological predisposition and then work out how you fit the facts around it. He was the person who, when he came to construct Singapore, said, right, what's going to make this country great? And then he set out to do it."

Finally, Mr Lee impressed all, admirers and detractors alike with his strong work ethic and constancy. Throughout his life and over sixty years as a politician, he maintained a modest lifestyle, kept himself busy and was relentless in his advocacy of integrity and strong governance. Mr Dhanabalan, former Cabinet Minister confirmed Mr Lee's "absolute obsession to ensure an honest, corruption-free political process and public administration system". As Prime Minister, Mr Lee "demanded and expected honesty and probity from political colleagues, from his equivalent of 'Long March' comrades, public servants and from all members of his family".

“If you ask me what the legacy of Mr Lee is, I would say that he contributed a value system that guided policy for Singapore and other leaders who wish to draw inspiration from the Singapore model.”

He upheld meritocracy and the principle of the best person for the job regardless of race, language, religion or personal background. He championed clean government, a radical idea in an era when corruption was accepted as an inevitable way of life. He advocated self-reliance, because he believed that a country that is unable to sustain

itself will fail and disintegrate, and he promoted multi-racialism so that we will not fall prey to the politics organised along sectarian lines.

Mr Lee, the exemplary societal leader is gone but he has left Singaporeans and all who aspire towards societal leadership, a blueprint for economic prosperity and guiding principles to build a prosperous and harmonious society. He will always be a giant among men.

Dr. Lim Lai Cheng is Academic Director of the Institute for Societal Leadership and a Fellow of the School of Social Sciences, Singapore Management University. She was an education officer with the Ministry of Education from 1995-2013.

The Entrepreneur, the Opportunist and the Game Changer:

An interview with Dato Abdul Razak bin Abd Ghani

We had the pleasure of interviewing Dato Abdul Razak, two time winner of the Business Leadership Award of Malaysia, presented by KL's Chamber of Commerce at our Business Forum in April of this year.

We wanted to know, what makes him successful and what makes a leader effective today?

Since he was young, he had a hunger to become better, however, at that time he did not have the opportunity to further his education in university. He worked to support himself while studying part time. It took him five years to obtain his Bachelor of Science Degree and another four years to get his MBA. That hunger and the fear of losing out, together with his unconventional outlook in business made him who he is today.

The Entrepreneur

Dato Razak had the entrepreneurial spirit in him from a young age. Back when he was working with Borneo Motor in his early twenties, Dato Razak treated the company like his own. He was always the first to arrive and the last to leave. His stellar work ethic made him top salesperson, helping the company to profit. However, he soon realised that he was getting a fixed pay cheque month after month, despite his efforts and contributions. This did not make much sense to him. But that is the way of the corporate world. So, he decided to quit.



From early on Dato Razak understood a key principle in business; that is, to always be ahead of the curve and to pursue the things that the majority are not doing.

Photos by Riley Khoo

The Opportunist

Thirty years ago, Dato Razak was one of the first 10 people to sell Takaful Insurance in Singapore. At that time most of his friends thought that he was crazy – citing that there was no market for Takaful Insurance because then the Muslim people were not buying any insurance. However, instead of thinking that there was no market for shoes when a majority of the people were barefooted, Dato Razak saw the perfect opportunity in the 400,000 strong untapped Muslim market.

He bit the bullet, mastered the products and went on the journey to “educate” the market about Takaful Insurance, one person at a time. Before long, Dato Razak was earning approximately SGD 17,000 a month and his career soared for many years. He was a five time Million Dollar Round Table (MDRT) winner and a winner of the Court of the Table which is three times the achievement of a MDRT. From early on, Dato Razak understood a key principle in business; that is, to always be ahead of the curve and to pursue the things that the majority are not doing. He also noted that he wouldn't have joined the insurance industry selling Takaful insurance today because the landscape of the market is vastly different. “Why would I want to sell a product that thousands of other people are already selling?” he laughed.

The Game Changer

On 11th September 2011, Dato Razak's career took a turn when the world's financial economy took a tumble together with the twin towers. He watched helplessly as the stock price of the investment linked products went south for his clients. Dato Razak decided then that he would never again leave the fate of his money to factors that he has no control over; aka-the financial investments. He divested and joined

Walton Berhad, the largest foreign investment company in Malaysia at that time which was involved in selling land in the USA. Once again, his friends laughed and said to him “Who would want to buy a piece of land 19 hours away?”

Fast-forward 15 years later, today Dato Razak is heading a team of 200 people in Asia as the Director of Group First. While the other industry players are competing with each other selling luxurious properties with a view, he was the first to bring the opportunity of the retail sales of commercial car park spaces to the end consumers in Asia. The company recorded its most successful year in 2014, with a turnover of more than 100 million pounds in property sales.

Below is an excerpt from our conversation with Dato Abdul Razak:

What does it take for leaders to succeed in the international business landscape?

Mindset. I have a term for this kind of mindset called “Glocalisation” that is thinking globally while adapting to the respective environment and culture by acting locally. When you start to think of the world as your market, all of a sudden, you'll see a whole new spectrum of opportunities. You have to think big and really find out how you could serve the need of one market by bridging them with what you have in your own market or vice versa.

Describe to us the kind of leadership discipline required to run a business across different continents.

Building People

As the leader of Group First in Asia, one of the most important parts of the business is to identify people with good potential, groom them and grow with them.



Dato Abdul Razak, two time winner of the Business Leadership Award of Malaysia

It doesn't matter where you are in the world, at the end of the day, we all want to do well and be recognised for our effort. Leadership starts with being able to understand this principle. It doesn't matter what industry you are in, you are in the people business. If you can produce good leaders, you are essentially duplicating yourself and freeing up yourself to develop in other areas.

As a leader, nothing gives me more joy than to watch the leaders grow within my own organisation and become successful in their career.

Empowering people

Managing different countries means that you cannot be available all of the time in one market. There is no way that you can manage effectively if you cannot trust your subordinates to make decisions. Hence, you must train your people well; give them the tools and authority to make decisions and trust that they will do the job right.

Personal Development

As a leader, you need to constantly grow. You can't be a leader if you remain stagnant. How do you grow? You make it a point to acquire knowledge by reading, by attending training sessions, by meeting people who are better than you. What are you doing to make yourself a better version of you for tomorrow?

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Boosting Energy Efficiency For a Better Future

With Expertise, Experience and Smarter Innovation



An interview with Jeffrey Yap
Country President of Schneider Electric Brunei

Photo courtesy of Jeffrey Yap

Since 1836 until today Schneider Electric has transformed itself into the global specialist in energy management. This company develops technologies and solutions to make energy safe, reliable, efficient, productive and green. As the global leader in energy management and automation, it provides connected technologies that will reshape industries, transform cities, and enrich lives. At the helm of Schneider Electric in Brunei is Jeffrey Yap.

The world is fast changing, driven by a new speed of urbanisation, digitisation and industrialisation. What are the solutions that Schneider Electric is taking to help countries like Brunei become more efficient, livable and sustainable.

Cities face huge challenges: congestion, pollution, blackouts, crime, debt, and rising costs — while competing with each other for investment, jobs, and talents. Today, cities contain 50% of the world's population, consume 75% of global energy and give off 80% of greenhouse gas emissions.

Cities need to become smarter and at Schneider Electric, we believe every city can.

At Schneider Electric, we believe that smart cities start with smart systems, working for the benefit of both residents and the environment. Electric grids, gas distribution systems, water distribution systems, public and private

transportation systems, commercial buildings, hospitals, homes — these form the backbone of the city's efficiency, livability, and sustainability. It is the improvement and integration of these critical city systems — done in a step-by-step manner — that become the cornerstones to making a smart city a reality.

By delivering urban efficiency through solutions to cities' immediate challenges, integration for increased efficiency and innovation for a holistic sustainable future and collaboration, we here at Schneider Electric believe that smart cities can become a reality in the near future.

Schneider Electric is synonymous for its smart cities projects globally. It has implemented more than 300 smart city projects in cities around the world – from Boston to Beijing. Share with our readers what it will take to transform a city like Brunei into a Smart City.

Evolving to a smart city will give Brunei many capabilities to compete in the face of these challenge. Based on Schneider Electric's model of smart cities, there are five key pillars that make up a smart city, each having specific solutions which can help businesses leverage on the benefits of going smart. Here are some of the areas which we at Schneider Electric believe will be key in creating a smart city.

Smart Buildings – As the population around the globe and in Brunei continues on its growth trajectory, so will the demand for housing and buildings. Improving the quality of life will be a key advantage in making residential buildings smart. While for commercial office buildings it can generate energy savings of up to 30% and reduce carbon emissions. At Schneider Electric, our solutions such as building management systems as well as energy and carbon dashboards can help building owners monitor consumption by the minute, for better management of energy usage, costs, and carbon footprint.

Smart Water – Demand for clean, affordable water is growing along with urban populations as water is needed not only for drinking, but also for commercial and industrial purposes. Even Singapore, which has a very high quality water supply, has to continue maintaining this while catering to a growing populace. Hence, cities need to optimise water operations, management and planning to meet the growing demand for this critical resource. They

can do so with smart water solutions, provided by companies like Schneider Electric, that can help manage and optimise the water network, identify and reduce water wastage in real time, as well as respond to urban floods that could take out the city's transportation network. For industrial companies which depend a lot on water to play functions like cooling and so on, smart water makes their supply more efficient and reduces the percentage of wasted water, creating operational savings in the process.

Smart Energy Grid – The smart grid is all about creating the capability for electricity demand and supply to interact intelligently, and integrate intermittent renewable generation. With the smart grid, cities like Brunei will be able to generate energy savings, reduce related emissions and enhance the quality of service to residential, commercial and industrial buildings as consumption can be optimised to meet spikes and troughs in demand, as well as reduce related emissions.

Smart Mobility – It is important to work with city planners to have “smart mobility” to reduce traffic congestion, make better use of roads and put in place more efficient transport systems. As urban population increases, the entire transportation network – be it public or private – will be affected by increasing congestion, safety and breakdown issues which can delay commuters, burn up valuable fuel, and harm the environment. For companies which rely heavily on logistics and supply chain efficiencies, this comes as a boon as an efficient transport system saves them time and money.

Smart Public Services – The quality of public services in a city plays an important role in making the city

a desirable place to live and work, determines how attractive it is as a destination for talent to migrate to, and subsequently affects its competitiveness in the global economy. Smart public services such as video monitoring and emergency coordination should be available to ensure the well-being and safety of citizens, while digital services improve the management of education, healthcare, government administration and tourism.

What are the benefits of becoming a Smart City and how would it positively enrich the lives of Bruneians.

A smart city is an efficient city, a livable city, as well as an economically, socially and environmentally sustainability city – these three elements should go hand-in-hand. As a city improves the efficiency of its infrastructures, it will evolve into a more sustainable city, leading to lower operational costs as a result of optimised energy consumption, and a decreased need for massive infrastructure investments. It will also be able to improve the public services it provides, which will make it a better place, enhance its attractiveness, help create jobs and increase its competitiveness.

At Schneider Electric, we help customers achieve more with less resources made possible by technology in a world that will become more connected, more distributed, smart and where the need for energy will continue to increase.

By bringing these modern technology to Brunei, Schneider Electric is confident that we are able to help Brunei boost energy efficiency and lower CO2 emissions which will ultimately help Brunei grow to a livable and sustainable country, bringing concrete benefits for citizens.



Excerpt and Images taken from <http://axeoneverest.com/mt-elbrus-russia/>

DEFYING THE ODDS

“Once I knew that life would not be the same again after my disabilities, I wanted to push the envelope - to see what a partially disabled climber can do, with minimal support.” David Lim

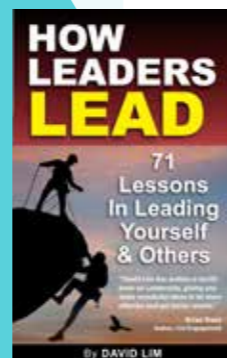
David Lim is best known for leading the landmark 1st Singapore Everest Expedition in 1998 (as well as the second in 2001). Partially disabled from Guillian-Barre Syndrome, a devastating rare nerve disorder since 1998, his comeback story of overcoming the odds made the cover of the Readers Digest magazine in 2001, and has since been translated into eight languages. Since 1999, David has been a sought-after leadership coach, with expertise in motivational and negotiation skills, and, building high performing teams. David has a B.A. in Law from Cambridge University and has delivered more than 600 motivational keynotes and team improvement solutions in 25 countries and 50 cities, and is the first (and only) Singaporean to earn professional speaking’s highest credential, the Certified Speaking Professional (CSP) designation. We had the privilege of interviewing David Lim for this issue to find out his views about leadership in today’s world.

Today there are many people who teach about leadership, motivation, overcoming obstacles etc. – what makes your message unique?

Many leadership experts are book learned, academics – and they sometimes produce very insightful pieces of research about human behaviour in the leadership field. Other experts are experts by experience, but often limited to a narrow domain field. My message is unique as I combine both my personal experiences as a leader over 70 ascents and expeditions; and what the latest research in human behaviour is showing us about leading self and others. And, I can transfer that knowledge in a way that makes people want to take action. Many of my clients have emphasised how important authenticity and real-time experience is in their decisions in getting external help in a change management, teamwork solution or motivational skills requirement.

Is it possible to be a great leader without facing adversity?

I think it’s highly unlikely, as it is adversity that tests a person’s character, as well as practices and ideas. Adversity is also humbling and compels people to reinvent, reframe and refresh their minds, teams and beliefs ; hopefully, for the better.



Autograph titles above by David Lim is available for sale at BND 39.90. Call 818 7128 to order.

What is it that makes some people leaders and others followers?

To be a good leader, I think you may need to have followed someone, sometime in the past. A great contributor is someone who knows when to follow and when to take the lead. In some cases, some prefer to take the lead more often than others. But leading is always a risk. You risk failure (or worse), and have to constantly work on goals while building trust between yourself and the key contributors in your team. You are all at once a goal-setter, and professional hope-giver as a leader.

Do you think that leadership is an innate quality?

Leadership is learned. That being said, some are born more easily into that role for a whole variety of cultural, familial and contextual situations. But essentially, anyone can learn how to lead better. Whether or not they choose to is measured by other metrics like propensity to take risks, ability to operate with imperfect information; an ability to create an environment that motivates others, and most importantly, manage one’s emotional states on this journey.

Is there anyone in your life who’s been an example to you or inspired you to become the person that you are today?

I owe who I am today to many people who gave me hope when I had little, who inspired me to believe I could be more than what I thought I was – and these include my father, great mountaineers and friends like the late Rob Hall, Sir Chris Bonington, as well as my wife Maureen who constantly reminds me that change can be good.

What are some of the key lessons from Everest that you can you bring to the work environment in terms of motivation to not quit when the going gets tough.

I look at the concept of ‘sunk cost’ often, and if you’ve invested so much to climb a mountain, reminding yourself of this fact can help drag one out of a temporary period of sadness or discouragement, and apply what you know and can do – to climb to the top. Another concept is social support – many would not have made the summit without strong companions on the journey who encouraged and sometimes, kicked our butts when it was needed.

How is “resilience” a vital element for today’s business leaders?

Absolutely. Your success in life is largely dependent on your ability to weather adversity and bounce back from rejection, failures, encounters with bozos and such irritants and setbacks.

What do leaders today have to do to get people to trust them?

Do what you said you would do. Share your thoughts about actions that will impact the whole group or team. Discuss matters of universal importance with a view of taking on board all views, but not necessarily deciding on just one narrow set of views. Be accountable for your actions, and for goodness, say “I am sorry” or “I don’t know” when it needs to be said. Don’t speak through a PR expert or spin doctor.

“In Everesting, it seems more and more people want to get to the top without investing in a long and often rewarding apprenticeship in mountaineering.” Could the same be said today of many young people who are aspiring to become leaders in business?

An interesting piece of research by Walter Frick in Harvard Business Review showed that a large percentage of startup companies’ CEO’s average age was about 31 – not exactly what the media often suggests; so even at the startup level it seems that many leaders have served at least some kind of apprenticeship somewhere. For Everest, total neophytes have succeeded in reaching the top with enough luck, Sherpa support, professional guides, bottled oxygen and whole host of aids; this does not mean they are anywhere close to an “expert” mountaineer. Essentially, an apprenticeship involving the honing of judgment about external forces, people, and skill acquisition serves the same purpose in business as it does in mountaineering.

You’ve said “I dislike people with overly strong fixations about a peak or a route; who are lazy on a mountain, and who don’t look out for their mates, and who don’t share the camp and cleaning chores.” If you have people like this on a team, what’s the best way of dealing with them – for the sake of the team’s success?

The operative word is “if”. If you already have such people, either you or someone else made a bad mistake of including them on the team. But if you have them, the best way to manage these people is to have fierce dialogues with them i.e. intense conversations about the matters of concern for both of you regarding how you will work together with such diametrically opposed values or character traits. In the corporate world, a combination of coaching and communication can work. But beyond a certain point, for the good of the greater team, either they leave, you leave, or you fire them from the team. Both of you will be so much better off, and I think more bosses should use the 3rd option more often.

OWNING LEADERSHIP

DO YOU HAVE WHAT IT TAKES? *By Isabel Valle*



My dear friend Shaun asked me a few months ago that if I had to define leadership in one word, what would that be. I said influence of course. But then upon further reflection, if I had to describe it in one word, I would say that leadership is ownership. I believe that leaders are made, not born. It is my opinion that leadership is an attitude, and a choice. You need to want to be in the front. You need to be OK being daring and willing to experience the heat.

It is also my firm belief that in order to be an effective leader of others, we must first be effective leaders of ourselves. Self-leadership is important as it provides us with a developed sense of who we are, what we can do and where we are going, as well as our ability to influence via our communication and actions. It is not just an outward process, but an inward one. It involves been able to influence and drive yourself in order to perform, which can lead to many benefits, including improved job and overall life satisfaction, improved efficiency and mental performance.

“A leader is one who knows the way, goes the way, and shows the way.” – John Maxwell

The world needs leaders more than ever before, and I want to emphasise to you the fact that anyone can be a leader, provided they own it. If companies are not only to survive, but thrive in today’s global uncertain times, the outdated concept of traditional management needs to be replaced by a new breed of leaders. New generations no longer want to work in exchange for an income alone. They seek purpose, they seek to be healthy, happy and fulfilled, and won’t hesitate to leave your company to find one that makes them feel like their contributions matter, and they feel part of something bigger than themselves. With such a deep degree of uncertainty and global change, organisations that remain complacent will be left behind for not having adapted to today’s needs. Leadership will bring about the facilitation of the change and evolution needed to

not only keep up, but thrive for organisations that are wanting to stay ahead. And we need leaders to help us successfully navigate through it all.

So are you a leader? And most importantly, do you want to become one, and really own it? What does this process involve? Let me share 6 fundamental steps that I believe are crucial as a starting point:

1/ Lead Yourself First

You must always start the process with self-leadership, by having a vision of where you want to be both at work and in life, then setting goals to help you achieve it. Work towards achieving that vision and clearly communicate your work vision to everyone in the organisation. Let them see how passionate you are about it, and why you care so much, and they will join in helping you achieve it. Often employees lack an understanding of what the vision really is, and what is expected of them in order to assist in achieving it.

2/ Commit to Leading Others

You need to be the one who wants to do the leading, not the following, encouraging and motivating everyone around you to realise their true potential and bringing out the best in people. You need to inspire everyone in your path to grow and improve, helping others be confident in their ability, no matter what role or at what level they play in the organisation.

3/ Grow Together

A leader spends time mentoring and coaching employees to make decisions confidently and to solve problems, allowing room for mistakes to be made and lessons to be learnt. This is the best way to create a team of responsible people that will raise to new heights and will deliver outstanding results, even when you are

no longer there. As a leader you need to release all power and control in order to make room to let others grow. Contrary to belief, as you watch them grow, you will grow to unexpected heights yourself. Leadership is about openly sharing information, fostering trust among employees and inviting their feedback and opinions, creating a continuous growth mentality. That’s the real legacy that a leader leaves behind.

4/ Believe in People

Believe that they have the potential to grow and do better, always. If people know that you firmly believe in them, they will rise to the occasion and deliver great results. Care about people and in return people will choose to be led by you. Compassion and empathy are powerful traits in any leader. Nurture your people and the skills they possess to exceed expectations. Encourage and motivate them to want to do and be more than they currently are, and to publicly recognise them when they do.

“True leaders don’t create followers...they create more leaders!” – J Sakiya Sandifer

5/ Lead Others by Example

Show integrity and always do what you said you would. Maintain an ethical approach to how you conduct yourself at all times and be honest. People around you will respect and appreciate you for it. Lead the way by displaying a positive attitude and do not allow bad attitude from anyone. Action any lack of performance or negativity head on, and show no tolerance for it, no matter who they are or how long they have worked for you.

6/ Be Open to Show Your Human Side

Get involved and be prepared to take risks and make mistakes. Be authentic and vulnerable, and allow

others to do the same. Practice humility in everything that you do. Help them understand that great results are not possible without joint collaboration, and share credit with the team. Be enthusiastic about new ideas and initiatives, no matter how crazy or impossible they may seem at the time. One of these ideas may be the one that takes the company to a new level of success. Keep an open mind and question everything, always keeping in mind the purpose as to why things are being done. Embrace change and help others feel at ease with it too. Being adaptable and open to doing things differently will bring about fresh new perspectives that will keep employees focused and motivated at work. If you do what you’ve always done, you will get what you always got.

As a leader, ask yourself: “How can I be the best version of myself? How can I have an influence on everyone around me? What can I do to make a real difference? What real problems are we facing, and what can we do to overcome them? What difficult decisions do I need to make?”.

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” – John Quincy Adams

We need leaders to make this world a better place. Organisations need great leaders to make work a better place. Own leadership, and people will be happy to be led by you.



Isabel Valle is a certified Executive and Leadership Coach. She is also a mentor and the Founder of Global Room in Brunei. Isabel specialises in leadership development and building organisational culture. Isabel has held senior positions within the hospitality industry in countries around the world. More information available on www.isabelvalle.com



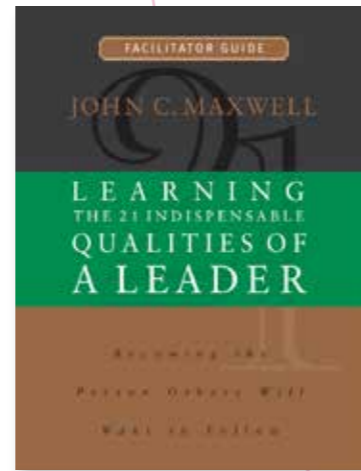
Leaders Eat Last

by Simon Sinek

In Simon Sinek's best seller "Why Leaders Eat Last" he shares a powerful story about Capt. Mike Drowley, an A-10 pilot who risked his own life to give 22 of his men a chance at survival. When asked why he would do such a thing, Captain Drowley responded, "Because they would have done it for me." Esprit de corps is ingrained every step of the way in the military; Sinek views this as the essential ingredient in the making of a leader, particularly a leader who creates teams who will then form life bonds. Sinek believes that when these kinds of bonds are formed in an organisation — when leaders have empathy and prioritise the safety of their people — people will give everything they've got to protect the organisation and advance the wellbeing of one another. Sinek also examines some of the current findings of the biology of the brain as it plays out in his area of interest: the dynamics of a business environment. Sinek maintains that because over 80 percent of people are dissatisfied with their jobs, it's the job of leaders to do their best to create cultures where people feel loved, safe and fulfilled. The best companies understand the value and the values of the people they employ. They start with the premise that our leadership is there to serve the employee, not the other way around. Sinek shines a light on a path toward building a business that can provide a more stable human environment that benefits all employees while reaching for shared excellence.

21 Indispensable Qualities of a Leader

by John Maxwell

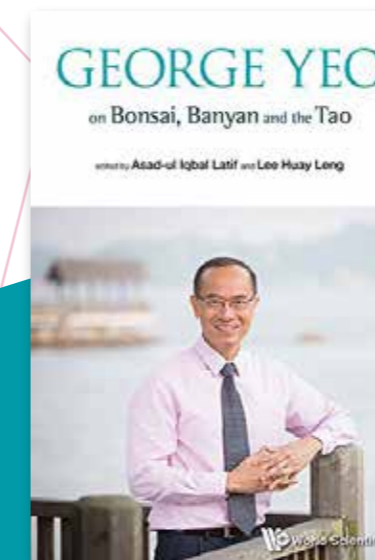
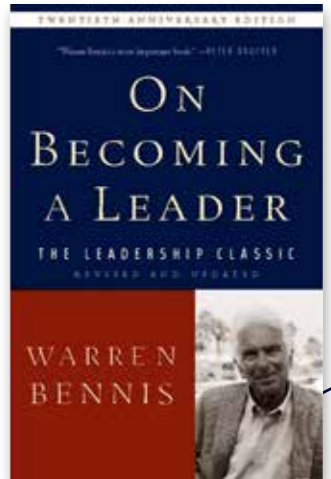


If you can become the leader you ought to be on the inside, you will be able to become the leader that you want to be on the outside. "If you are able to do that," says Maxwell, "you'll find there's nothing in this world you cannot do." John Maxwell is known as America's expert on leadership. He is the bestselling author of twenty-five world acclaimed books. Maxwell's book "21 Indispensable Qualities of a Leader" is a concise, accessible book that is designed to help readers to become more effective leaders from the inside out. Maxwell looks at the process of developing the art of leadership by giving the reader practical tools and insights into developing the qualities found in great leaders. Each chapter begins with quotes, then stories, then explanations, then application of the principles discussed. To quote from the introduction: "I want to encourage you to live with this book for a while. Read a chapter, then give it some time. Use it to reflect, review, and renew." The 21 Qualities of a Leader is at its best, an aid to a leader's process of reflection and renewal. The principles found in this book include qualities such as character, accepting responsibility, self-discipline, problem-solving, courage, charisma and vision. This book is recommended especially for those without much exposure to leadership literature as well as for those in positions of power, but who are experiencing a frustrating lack of influence. This may be a good place to begin reflecting and growing.

On Becoming a Leader

by Warren Bennis

Forbes magazine has deemed Warren Bennis to the dean of leadership gurus. For years this renowned author has persuasively argued that leaders are not born, they are made. On Becoming a Leader is not a "how to" book – in this book, Bennis gives clear warning in his introductions that the road to leadership is fraught with challenges. He delves into the qualities that define leadership, the people who exemplify it, and the strategies that anyone can apply to achieve it. A highly acclaimed work on the paradigm of leadership, this classic book distills a set of lessons from the experiences of 28 diverse cases of successful leadership. Bennis contends that all great leaders share the ability to unite people in a common purpose; and that the curiosity of leaders, their faith in an "inner voice" and success in seizing control of their lives distinguish them from mere managers. This is a must-read for everyone, since basically all of us are involved in the leadership process either as leaders, or followers, or both. On Becoming a Leader should be read from start to finish, and as your career evolves through the leadership experience, you may find yourself reading the book again (and again), each time discovering entirely new insights.



Bonsai, Banyan and the Tao

by George Yeo

"This is a wonderful book by one of the foremost statesmen and social thinkers of our time. Though the themes covered display a huge variety in this wide-ranging collection of essays and speeches by George Yeo, there is a foundational interest in Asia's vast possibilities that motivates his illuminating and powerful reflections." Amartya Sen, Nobel Laureate in Economics. Written by Cambridge graduate and former Singaporean politician George Yeo, this book has a rather unusual title because there

are many aspects to George Yeo which makes him difficult to classify. As a student leader, he was radical but conciliatory. In the Singapore Armed Forces, he was atypical, moving from the Army to the Air Force before becoming Director of Joint Operations and Planning. In politics, he is fondly remembered by artists, journalists, doctors, businessmen and foreign diplomats, and by his colleagues and constituents. His own staff said he had a curious mind. He remains close to Singaporeans of different races and religions even though he has a deep sense of his own ancestral roots and religion. He also has a deep interest in history which partly explains his seeing the re-emergence of China and India earlier than most others. In this book, the bonsai and the banyan are metaphors he uses for Singapore. George Yeo believes that Singapore is a city-state and must never have an inflated view of itself. The bonsai describes Singapore modestly, but he adds that the bonsai can be intensely interesting and valuable. The banyan provides shade that the people are grateful for, but too much makes them weak. As for the Tao, that perhaps is what gives unity to his many interests.



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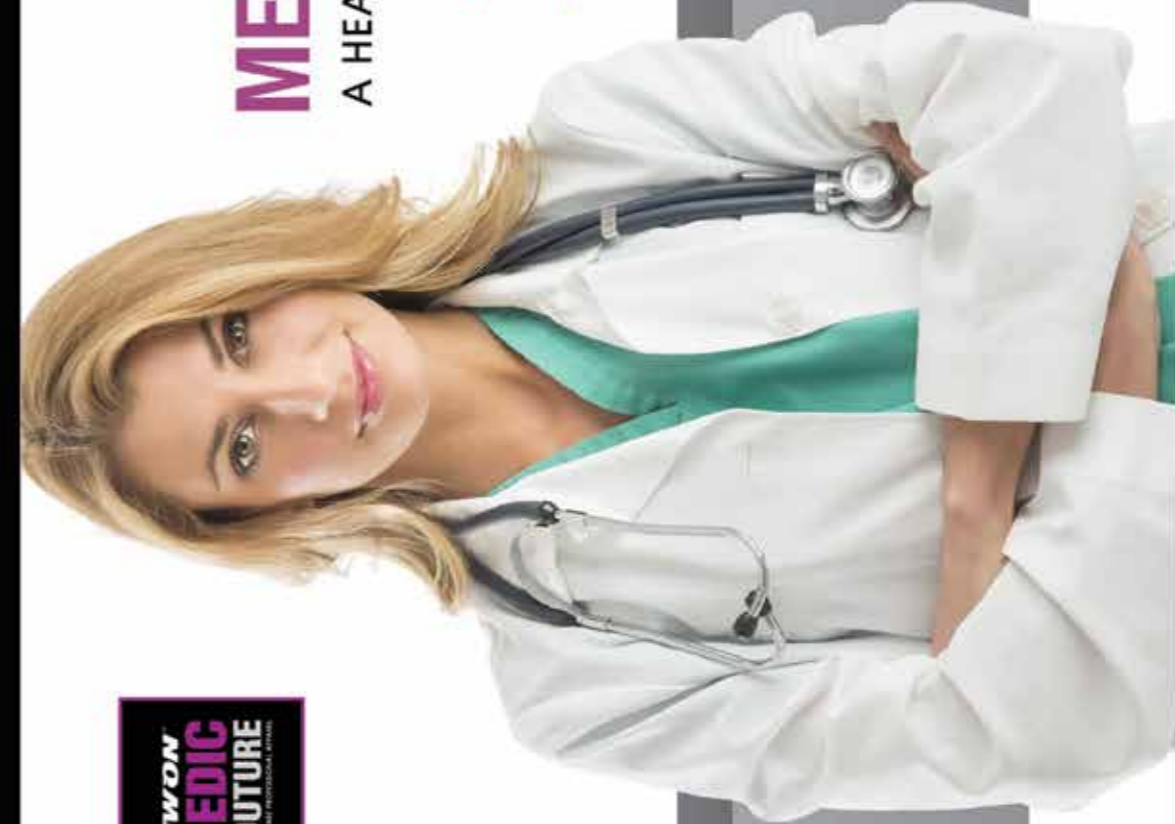
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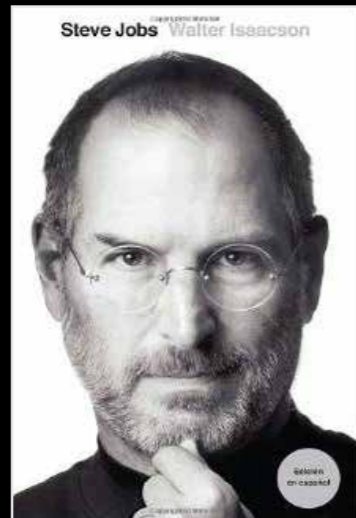
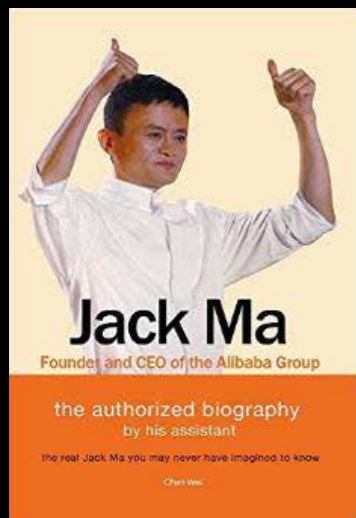
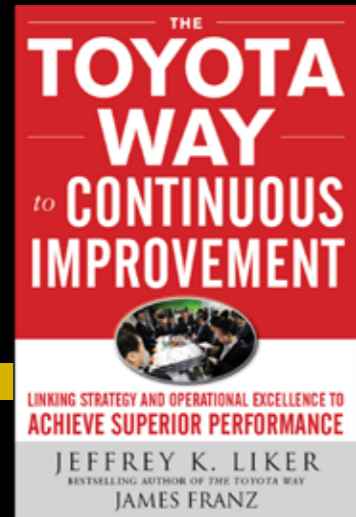
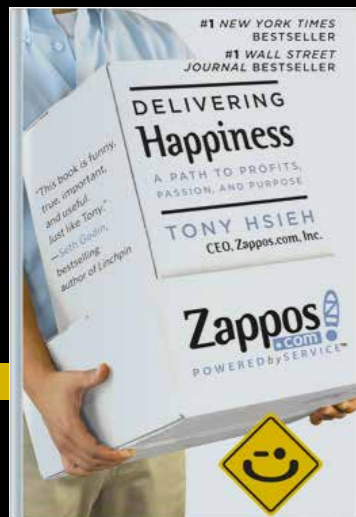
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INCREASE YOUR COMPANY'S VALUE WITH A CORPORATE BOOK

There is a better a way to enhance the value of your company. It is not about creating a new logo or defining a new vision. Neither is it about coming up with a new slogan or a new set of core values. And no, it is not about enhancing your website, repackaging or advertising either.

It is a cost effective way to brand your company – simply write a corporate book. Tony Hsieh, the CEO of Zappos, an online shoe retailer did just that. He wrote the book, Delivering Happiness and shared his company's unique approach to success by delivering exceptional service to customers. The book was featured in The Washington Post, CNBC and The Wall Street Journal. The book stayed on the New York Times bestseller list for 27 consecutive weeks and certainly did a great job of marketing Zappos as a company; and also of creating a strong brand presence.

What are the objectives of writing a book for your company? What benefits can your company gain from this type of book?



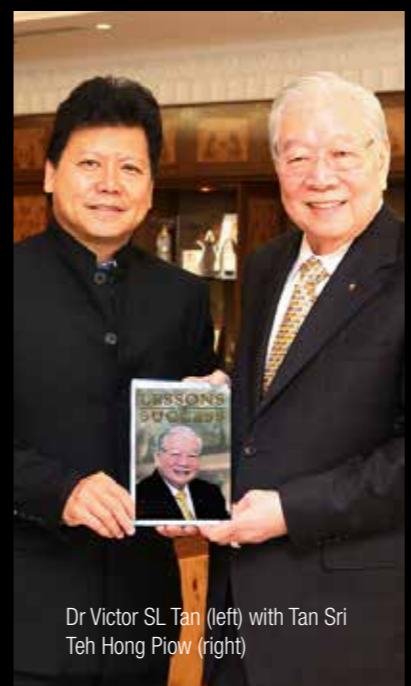
1

Capture The Legacy Of The Founder

In essence, a legacy is something that is handed down from one generation to the next. The legacy of a company is more than just cash and net assets. In the book, Lessons of Success, the legacy of the founder of Public Bank, Tan Sri Teh Hong Piow includes his philosophy, values, leadership insights, hind sights and foresights as well as the whole corporate culture of the bank that was fostered by him.

A well-written book will chronicle the entrepreneurial spirit of the founder and how the company developed from a small outfit to a successful corporation. It would highlight the lessons of success which the founder has learnt; and how he has led his team to achieve the company's goals. It would also share how he has weathered crises and has survived to grow stronger and bigger in the midst of challenges.

The founder, Herb Kelleher wrote a book called Nuts to capture the legacy of his work philosophy and culture of success for Southwest Airlines. His model of success is his legacy that has made Southwest Airlines well-known to the extent that it became a case study for business school and corporations



Dr Victor SL Tan (left) with Tan Sri Teh Hong Piow (right)

2

Market The Company

A well-documented book on the success story of a company can serve as an effective tool to market the firm. It differentiates the company from the other companies that are merely promoting their firms through brochures, banners and billboards. Richard Branson, the founder of Virgin Group has many bestselling books that promote not only his philosophy and leadership but also his group of companies. Some of his bestselling books include The Virgin Way, Business Stripped Bare and Reach For The Skies.

While people will throw away corporate brochures, most will keep a corporate book. Some leaders even display a photo of themselves in the book with the founder of the company. Such is the prestige that a book holds in the eyes of leaders compared to other types of promotional material.

4

Attract Positive Publicity

A book generates a lot of opportunities for free publicity. Book reviews and special features on the success story of the company are usually of interest to newspapers and magazines. Likewise, the success story of the company will also attract radio and TV interviews which are good ways to promote the company at no charge. A book launch is another good opportunity to market the firm and products to potential customers.

Dr Victor SL Tan is the CEO of KL Strategic Change Consulting Group. He undertakes change management consulting and training. He writes corporate books for companies. His latest book is on Lessons of Success of Tan Sri Teh Hong Piow Of Public Bank Berhad. For feedback for this article email him at victorsltan@klsc.com or contact him at 012 3903168.

3

Capture The Proprietary Intellectual Capital Of The Company

Writing a corporate book is very different from writing a biography that only focuses on the story of a person. Writing a corporate book requires one to understand the business and the industry the company is in. The writer and his team will research the company and the industry; interview key personnel of the firm and industry experts; and then do a SWOT (Strengths, Weakness, Opportunities and Threats) analysis and a competitor analysis. In the process they may uncover the firm's unique model of success which can become its proprietary intellectual capital.

5

Inspire the Staff

A corporate book is not just about the founder; it is also about the leaders and the staff who helped to build the company. It also captures the stories of the people and their contribution to the success of the company. It becomes the pride of the staff and helps to build a sense of identity, team spirit and ownership.

In essence, a corporate book is a legacy that will inspire the staff as well as future generations of leaders to continue to lead, grow and sustain the success of the company.

In conclusion, a company need not spend millions of dollars each year trying to market and brand itself. All it needs is the success story of the firm in a corporate book.

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COLUMN ART & CREATIVITY

Discovering Art Beyond My Comfort Zone

By Huifong Ng

December 2014, a month after I had sent in my application, I received an invitation to participate in the "First International Biennale of Art, Umbria" which would be held from 28th March until 3rd May in Italy. I was over the moon! My dream of exhibiting my works in Europe had come true!

Now, let me briefly explain what a "Biennale" is and why I saw this as a milestone in my art career.

A "Biennale" is a large art exhibition that is held once every two years. I was particularly excited to be introduced to a large stage whereby respectable and dedicated artists from all around the world would come together to share this ignited passion – Art. I also had this opportunity to expose my work to a bigger foreign audience. It would serve as a stepping stone to going beyond my comfort zone into unknown territories while at the same time it would expose my work to the art critics. However, as intimidating as the thought was, I was also excited about this whole adventure!

28th March finally came. I witnessed the grand opening of the biennale in Umbertide. Many artists came from different parts of Italy, Russia, Romania, Saudi Arabia ... and finally one from South East Asia. That was me. Different cultures united in the welcoming hall as the grand inauguration of the "First International Biennale of Art, Umbria" began and although I did not understand a single Italian word, I was beaming with enthusiasm!

More than 100 artists had their work showcased in three historical venues in Umbria, namely Umbertide, Montone and Pietralunga. There was a vast variety of art on display: paintings and sculptures, ranging from contemporary to traditional, from landscape to portraiture, from abstract

to realism. Among the magnificent works, I found those of fellow participating artists' like Alunni Alberto, Adriano Cipolletti and Assunta Cassa to be the most captivating. Alunni Alberto is a skilled blacksmith who makes intricate sculptures from iron. Among his soulful creations are flowers, birds, fishes and landscapes. I could feel the life in his sculptures as details were not spared in any of them: feathers on a bird, wind in a flower and waterfall in a landscape. I was very fortunate to be invited to join Alberto and his family for dinner at his home and although Alberto speaks a little English and French we communicated with little ease as we frequently switched between these languages. When we did not understand each other, we laughed and things seemed to fall into the right places. Adriano Cipolletti is an abstract painter. Having lost his voice to an illness, Adriano faces everyday with exuberance, as one can see from the bold colours on his canvas. As I felt his freedom of colours dancing freely in unison, his works reminded me of a poem. Adriano and I communicated tirelessly via a translator app. After many attempts, when we finally understood each other, we nodded profusely and rewarded each other with a pat on the back.

One evening, after a group dinner, the artists took turns singing. When it was my turn, I was too shy to sing. They cheered me on while Assunta held my hand tightly. I mustered all my courage to sing a Chinese classic by Teresa Teng, "The moon represents my heart". It was a great experience to share a little piece of my culture with 50 Italians that evening. Among many sweet memories, the most unforgettable one was at the Closing Ceremony of the biennale. When my name was announced, I thought it was to receive a Certificate of Participation. It was when Assunta Cassa, who had also received the



Photo courtesy of Huifong Ng

Adriano Cipolletti poses with one of his paintings at the biennale.

same Certificate before me, congratulated me then I asked her what it meant. She explained, "It's a special award."

Amidst the thunderous applause, I took my seat and stared at my award. I slowly translated each word: "Special Award to Huifong Ng for her originality and techniques in her capacity of portraying intimate expressions of men and women." That moment brought tears to my eyes.

Looking back, the biennale has not only taught me the appreciation of art, but also the appreciation of each personality who is behind the work. I also took away the greatest gift – that in this journey of exposing my art in foreign lands, I've come to witness the essence of art by embracing cultures and crossing the barrier of language. Art is a universal language. As artists generously contribute their personal and intimate essences into their work, I am glad that I have embarked on a road outside of my comfort zone. An artist's journey is also his art.

"I took the one less travelled by and that has made all the difference." Robert Frost



Huifong Ng is an author, painter and poet. Her book, "A Cup of Simplicity" blends poetry with art to depict the simple pleasures in everyday life. She is an intuitive artist who sometimes paints without a model, a reference or photo. Beyond Brunei, Huifong's work has been exhibited in Italy and Singapore. She is also the recipient of the Premio Speciale award from Biennale of Art, Umbria, Italy.

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Transform Yourself into a Better Leader

By Hjh Zainab Omar



We have come across numerous articles depicting leadership and what it stands for. I would like to move away from the definition of leadership and focus on the capability element instead. What are the most critical competencies that a leader must have in order to be successful? After working for more than thirty two years in the Oil & Gas industry, I can safely share my observations that the competencies have been evolving from the basic influencing, motivating and decision making into collaboration skills, inspiring others and influencing those not directly under your authority to name but a few. The competencies that remain critical and have not changed are as follows: setting strategic direction and delivering through others.

Any organisation would welcome the presence of a genuine leader one who would demonstrate not only the core values but also individual sincerity towards the organisation, the people and the job at hand. For example, collaboration is getting more essential in the workplace in order to deliver the best outcome. This is where groups of individuals work together beyond boundaries set by organisations to ensure the optimum deliverable is realised. It often requires the leader to influence others outside his or her authority sphere. The more skilful the leader is in this area the more effective he or she becomes. In addition to this, a leader must be able to inspire and motivate others. Inspiring leaders can transform the workforce and propel it to a greater height by igniting the passion within others in order to thrive and deliver the bottom line performances.

More often than not, we tend to hear phrases that a leader needs to be strategic and not transactional. This is often heard as a feedback to existing leaders who somehow find it difficult to delegate with authority to his or her workforce. The higher the level of the leader in the organisation, the more critical this skill becomes. Leaders need to be aware how their strengths

can also prevent them from moving forward. This tends to occur when the leader allows the daily routine tasks that he/she is good at to consume his/her time at the expense of doing more value adding strategic deliberations. We should be reminded by the fact that what gets us here successfully may not necessarily get us future wins. This syndrome is attributed to the fact that we tend to enjoy doing the stuff that we know we can excel in with the outcome that we tend to do more of it. The downside of this is that we then have less focus on doing or acquiring new skills that are also critical to our jobs. The keyword is to ensure we have positive impact in the organisation.

Last but not least, one may ask, what should I do as a leader? I would like to start by sharing an extract from the book "Act like a leader, think like a leader" by Herminia Ibarra who teaches Leadership Transition at INSEAD. Herminia said "to act like leaders, we will have to devote much of our time to the following practices: bridging across diverse people and groups; envisioning new possibilities; engaging people in the change process and embodying the change". I always remind myself that the only thing that is constant in our life is "change". Like a caterpillar that transforms into a pupa then eventually emerge as a beautiful butterfly, we should also reflect on our journey thus far and find the opportunity to transform ourselves into better leaders for now and the future.



Hjh Zainab is the HR Manager in Brunei LNG and has been active in the Oil & Gas Industry for the past 30+ years. Significant business experiences gained in a multi cultural environment in Brunei (BSP, Brunei LNG), Oman, Qatar and Europe in the areas of HR & Learning and Development. Passionate about people development and uphold the mantra 'don't let others tell you what you can't do and show them what you can do'.



The Liberal Approach to Parenting

Thoughts about Raising Tomorrow's Entrepreneurs

By Dr. John Friis

7th July 2006. London. Summer. Early evening. The sort of evening created barbecues and good company. Warm, sunny and perfectly delightful. It was also the evening of the day my eldest son was born.

As I cradled him in my arms in the sterile coolness of the delivery suite, I was overcome by a mixture of pure joy and overwhelming responsibility. Questions swirled through my mind. The sorts of questions that I suspect all new parents ask themselves. Will I be a good father? How should I raise my son? How do I teach him to be a good person?

When it comes to raising children, there seem to be two competing 'traditions', the authoritarian and the liberal position.

One of the issues dividing these two camps is that of rules. While (mostly) everyone agrees there have to be some rules, the major point of debate is how restrictive these rules are and how aggressively they should be enforced.

Another major difference is the issue of freedom of thought and expression. To what extent should we allow children to think critically and come to their own judgements? To what extent should we allow children to make their own minds up and to disagree and to publicly express that disagreement? The philosopher, Stephen Law, in his book *The War for Children's Minds*, carefully makes the distinction here between the 'Authoritarian' approach, with an uncritical deference to Authority and the 'Liberal' one, where greater emphasis is placed on independent critical thought. Note the capital letters.

So one can be both Authoritarian with a big 'A' and liberal, small 'l', in one's approach to parenting. A father like this might tolerate all sorts of behaviour from his children. He allows them to go to bed late, cares little whether they do their homework, and allows them to be rude to the maid, yet smacks them hard if they question their religious faith.

Conversely, a Liberal authoritarian parent might behave like this mother.

She has a strict set of rules. Her children must go to bed at 8 o'clock, brush their teeth, do their household chores, and say their prayers. But she also encourages them to think for themselves, and to question her. Her children may not agree with all her methods but they are allowed to say so and to have a discussion. She doesn't tell her kids what to think. She allows them to make their own minds up.

In his book, Stephen Law eviscerates the two main arguments against this Liberal, capital 'L', approach. The first is that it will somehow lead to a 'moral vacuum', that if we do not insist on children thinking a certain way they will grow up with no moral guidance. This is nonsense. No one is advocating not teaching children morals. What is being advocated is allowing them to be able to think critically about their intellectual and moral education.

The second criticism is that it is anti-religious. Again, not at all. The Liberal approach simply insists on the child actively participating in their education by being allowed to ask questions and not being treated as unthinking intellectual, moral, and religious sheep.

So what does all this have to do with my son being the next Richard Branson, I hear you ask?

Because independent thinking is the key characteristic of an entrepreneur. Entrepreneurs have other qualities in common too, of course. For the most part, they are ambitious. They are risk-takers. They have a desire to stand on their own two feet. They are persistent, have a strong work ethic and are adaptable and self-reliant. But most of all, most crucially, they are able to think and do things for themselves.

Of course there are sceptics to the idea that entrepreneurs can be nurtured or



Photo Courtesy of La Vida

taught. Some people believe one is born an entrepreneur, that being the next Steve Jobs is something hard-wired. Serial entrepreneur Steve Blank, who also teaches at the Haas School of Business in Berkeley, California, does not think so. He was quoted in the Financial Times recently as saying, "It is not whether we can teach entrepreneurship – of course you can do that. It is who you can teach it to." He's absolutely correct.

We, parents, teachers, and society at large, have to lay the groundwork in our children from the very beginning. What chance of our children becoming entrepreneurs if what they are brought up to believe is to always do what others tell them, to not question conventional wisdom, and to not speak up or speak out? We have to demonstrate to our children that it is not just always ok

to ask questions, but absolutely vital. We need to encourage them to not blindly accept what their peers or even their seniors tell them but to explore and question everything, and in so doing gain greater understanding and appreciation for what they are learning.

We need to encourage independent learning and thinking. We cannot spoon-feed our children information and then expect them as adults to be adept at seeking it out for themselves. More important than teaching our children what to think is teaching them HOW to think, and then allowing them to think it and do it.

Fostering a culture of entrepreneurship in Brunei is not just about reducing government bureaucracy and having start-up incubators. It's about changing the way we teach our children right

from the start. Can this teaching take place in our schools? Yes, of course it can and it should. But it MUST happen in our homes. It has to happen in our culture. Let's build these foundations. Let's build them now. Let's build them strong and watch the next generation of entrepreneurs take flight.



Dr John Friis is a Consultant Anaesthetist at RIPAS Hospital. Having trained in Nottingham, London and Cambridge and having worked as a Consultant in London, he also served as a doctor at the 2012 Olympics, the 2014 Commonwealth Games and for Queens Park Rangers football club between 2007 - 2014. He has interests in critical care medicine, pre-hospital care and medical ethics. Follow him on Twitter @johnfriis



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Are you the type of person who works in an office and does not have much time to exercise at the gym? Did you know that having a sedentary lifestyle makes you crave more unhealthy food like sweets, gluten and junk food? And having this type of lifestyle could also mean that your metabolism could drop to its lowest.

Having a very hectic schedule and hustling from 9 to 5 doesn't mean that you cannot practice a healthy and fit lifestyle.

Here are 8 tips for staying in shape despite your hectic work schedule!

1 DON'T SKIP BREAKFAST

Never ever skip breakfast because not only does it provide you with the right amount of energy to last you throughout the day, it also improves your memory and boosts your mood.

*For breakfast choose something healthy like oatmeal, fruits, protein shake or eggs.



2 PREPARE YOUR OWN FOOD

This may take a bit more time and effort but if you prepare your own healthy meals you will be aware of what you are putting inside your body! Make this a habit and you will be healthier and save money too!

3 DO NOT HAVE SODA AND SUGARY DRINKS IN YOUR WORK AREA

It is true that these drinks may keep you feeling alert for a short time while you are working and the taste will surely please you but consuming these on a daily basis? A big NO NO! These drinks are full of empty calories!

4 DRINK PLENTY OF WATER

Consume at least eight glasses of water. If you want to add some "zest" in your H2O, you can add sliced lemon or cucumber and put it in your drinking bottle and refill it whenever you need to!



5 KEEP ON MOVING!

Don't keep sitting on your office chair. Walk around the office have a mindful chat with your co-workers or do some stretching. Take every opportunity you have to burn those calories!

6 STAND MORE

This is a good way to avoid feeling lethargic as your day goes by. While you are standing have a good stretch and straighten your spine. This may prevent you from developing osteoporosis.

7 GET OUT AND ABOUT WITH NATURE

As much as possible, try to get outside of your workplace and spend more time with nature. Inhale, exhale! This is a good way to release tension throughout your day.

8 GET ENOUGH SLEEP

Most credible studies show that for adults, 7 to 9 hours of sleep will help you to feel refreshed and rejuvenated in the morning! Especially when you include a regular habit of exercising!

It's never too late to start living a healthy lifestyle. Set a goal until it becomes a habit. Commitment to a healthy lifestyle is a lifetime reward you can give yourself! Have fun, be happy and live a productive and positive life!



Anselmo has six years of experience in the fitness industry and possesses a highly accredited international Personal Training certificate. His knowledge and interest in assisting clients with various accredited conditions and mobility deficiencies has made him eager to reach out and train more of these clients.

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Take Charge of your Health today

Advice from Raw Food Asia
By MewSum Wong



'What's a leader if you are constantly sick and ill? Is it happiness, if you have all the money in the world but not your health?'

What is in fact the meaning of health? As defined by World Health Organisation (WHO), 'it is a state of complete physical, mental, and social well being, and not merely the absence of disease or infirmity.' Health is a dynamic condition resulting from a body's constant adjustment and adaptation in response to stresses and changes in the environment for maintaining an inner equilibrium called homeostasis.

Everyone wants to be in the best state of health possible but how many can achieve this in reality?

We are all leaders in our own right. We are constantly setting good examples for others to follow so why not take a look at your own health. Good nutrition and physical activity are vital for good health and overall well-being. Specific diseases and conditions linked to a poor diet and lack of physical activity include osteoporosis, heart disease, hypertension, obesity, diabetes and some types of cancer. No longer are we talking about avoiding these diseases, we are now learning to live

with them in our lives! It is therefore important to make wise food choices to obtain essential nutrients needed for good health.

How many times have you felt frustrated, not knowing if the food you are eating is healthy, whether you need supplements, high fat, more greens, less fat, juices, smoothies, or what?

Here are some golden nuggets of advice: Learn how to construct a raw plant based and vegan diet that meets the recommended nutrient intake. Learn how to prepare your own healthy, simple and inexpensive vegan dishes. Discover proven breakthrough systems of both purification, and healthy habits to cleanse your body of toxins. Transition to a substantially high raw plant based diet while still enjoying the foods you love.

Discover the Master Key to Superior Health: When you eat healthy and are full of energy, you will feel the urge to get out there and put your energy to good use. Regular physical activity is key for overall good health. People with higher levels of fitness are at lower risk of developing chronic disease. Strengthening muscles

and bones improves balance and flexibility, reducing the risk of unintentional falls and bone fractures in older adults.

Fitness and health are integral parts of leadership. Leaders speak of having higher energy levels, more self-confidence, better focus, greater stress relief and balance. Being fit helps them project an image of being disciplined, in control and effective. By demonstrating balance and perspective and having a more positive attitude, they naturally become better role models.



Mewsum Wong, founder of Raw Food Asia

Many people will spend the weekend roasting chicken on the barbecue or attempt a Shabu Shabu restaurant crawl, but there is a growing

number of people who won't cook anything at all. We call them 'raw foodies'. They live by the theory that anything cooked over a certain temperature will be denatured and lose its living enzymes. One needn't be a raw foodie but just an ordinary fruit lover to join us! So consider recharging your batteries by joining Raw Food Asia at www.facebook.com/rawfoodasia

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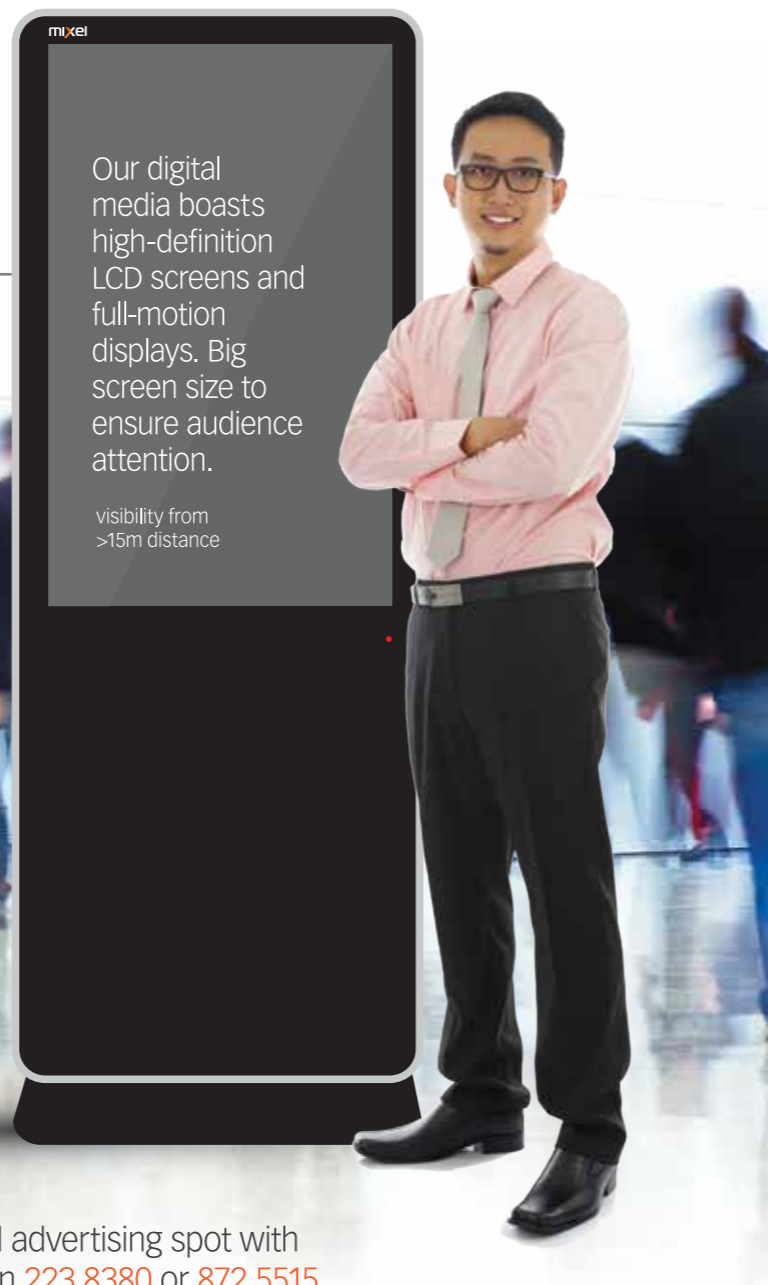
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