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NOTHING IS IMPOSSIBLE

DATUK SERI IR AZMAN MOHD

Chief Executive Officer
Tenaga Nasional Berhad

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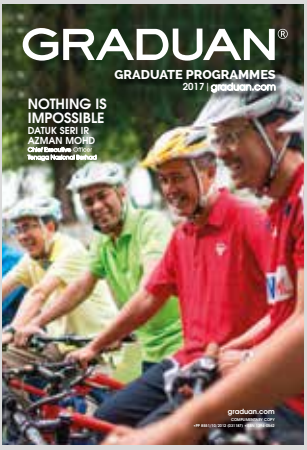
In this issue, we highlight the exciting opportunities awaiting graduates with the right skills set and attitude. Read about the recruitment timelines, unique components, length of time and selection process companies use in their search for GP talent.

This is also your chance to get an insider's view of life as a graduate trainee – check out the 'Talent Talk' section where trainees talk about their job scope, the importance of making a difference in an organisation and how to get ahead.



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IR AZMAN MOHD
CEO of Tenaga Nasional Berhad

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Printer
Percetakan Osacar Sdn Bhd
No 16, Jalan IDA 1A
Perindustrian Desa Aman
Taman Desa Aman
52200 Kuala Lumpur

GRADUAN® is published by
BIZ Connexion Sdn Bhd
The Corporate Centre
B7-1, Block B, First Floor
Dataran Palma, Jalan Selaman 1
68000 Ampang, Selangor, Malaysia
Tel : +603 4270 3270
Fax : +603 4270 3275
E-mail : editor@graduan.com
Website : www.graduan.com

PP 8551/10/2012(031187)
ISBN 1394-0562

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CHAPTER 1

MOVERS & SHAKERS

Be inspired by intimate life and leadership insights from some of Corporate Malaysia's outstanding chief executives.

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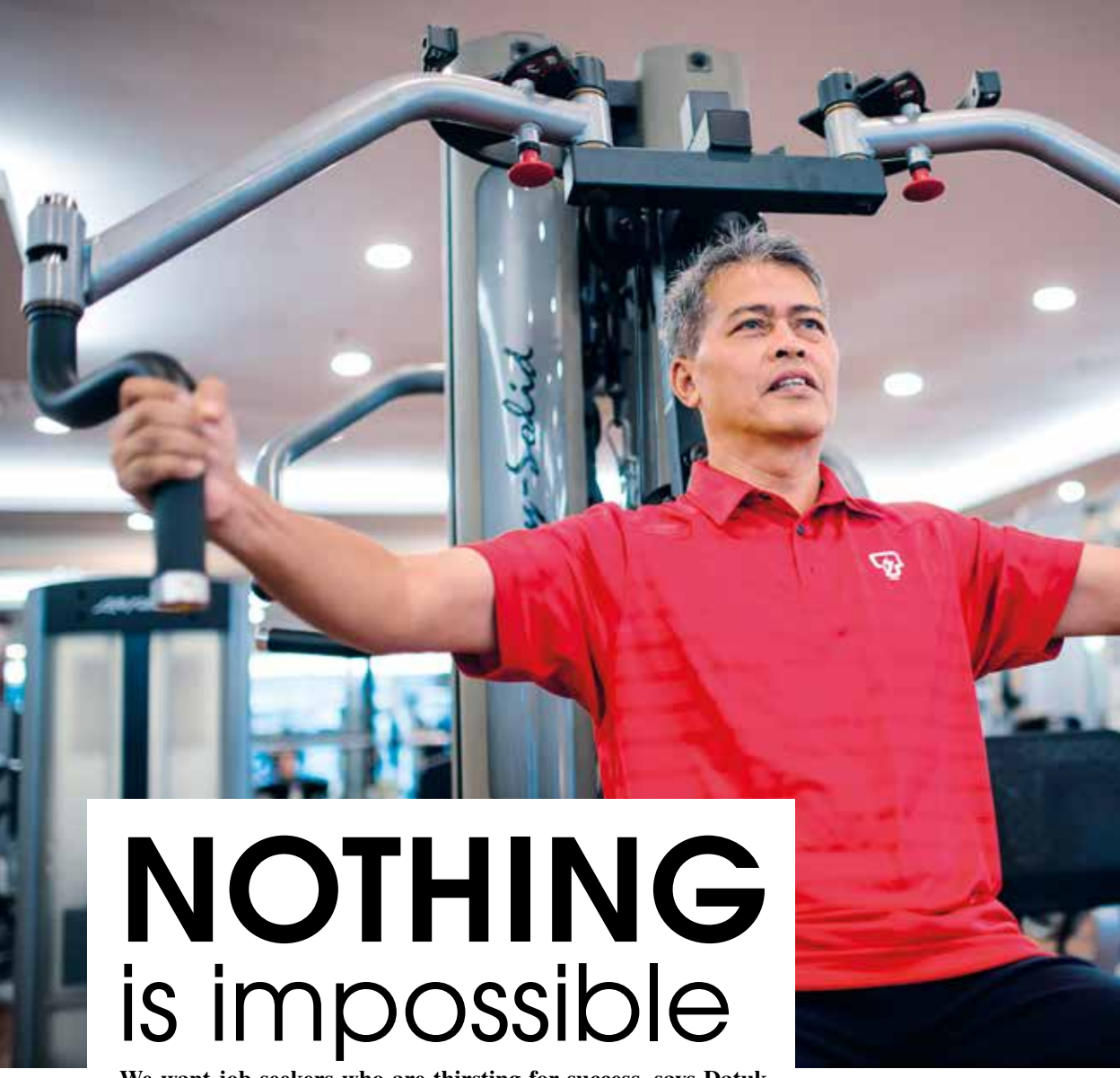


NOTHING is impossible

We want job-seekers who are thirsting for success, says Datuk Seri Ir Azman Mohd, CEO of Tenaga Nasional Berhad.

By Sharmila Valli Narayanan

WHAT do millennials want in a workplace? They want to work in a place that is vibrant, invigorating, gender neutral and constantly challenges them. One such workplace with all these attributes is a company that is a household name in Malaysia: Tenaga Nasional Berhad (TNB).

Datuk Seri Ir Azman Mohd, the Chief Executive Officer, is all for making work a fun place. "If it makes people more productive, then why not?" he asks.

He is proud of TNB's tradition of promoting sports and fitness as tools for strengthening the worker's mind, body and spirit. TNB has 65 top-class gyms all over the country with qualified in-house gym trainers.

TNB also provides futsal courts, badminton courts and a swimming pool at its campus in Universiti Tenaga Nasional (UNITEN). The university boasts an equestrian centre for those who like horse-riding. The TNB field is used as a venue for football, hockey, netball and to host events like family day.

> **TNB** is greater than its **CEO**, it's a **team effort**. We work on our strengths.

In addition, there are also healthy cafes scattered around TNB offices all over the country serving healthy and nutritious meals.

All these are part of the company's emphasis on total wellness. It will be difficult to find any other company in Malaysia that provides such comparable facilities for its employees.

Azman believes sports help to break down barriers between superiors and juniors, and promotes team spirit and competitiveness.

"You get to know people better in the sporting arena. When I am on the badminton court, the workers, especially those from the lower ranks, see another side of me and I feel closer to them. We feel more at ease and it creates a sense of camaraderie. In the sporting arena, we are equal. I can't recall the number of times women have beaten me in badminton," he says with a laugh.

Azman is a huge supporter of sports as an agent of change in an individual. He is an example of how sports taught him that he could do anything if he set his mind to it.

He grew up in a *kampung* where sports like sailing and paragliding were unheard of. Thanks to his years overseas, he came across these sports. Determined to master them, he went about honing his skills in the sports until he became proficient in them.

"I realised then that I can do anything I want to, if I choose to and am committed to it," he says.

This is why he doesn't believe in the word impossible. "If something is impossible, it's because you don't want to do it or haven't exhausted all the ways of trying to do it."

"If you really want to achieve something and set your heart to it, the impossible becomes possible," he says with conviction.

NON-GENDER BIAS ORGANISATION

"There is non-gender bias in our organisation. In fact, I would go as far to say that it is one of the best companies for women to work in," states Azman.

"We have women VPs and senior executives (C-suite). We also provide top-notch facilities for women, such as nurseries, nursing rooms, dispensaries, etc. We have diversity at the board level. For any company to move forward, it needs everybody's contribution, man or woman."

TNB also provides clubs for women, such as PELITAWANIS. The company recognises the importance of family within the organisation and that women are the main carers.

LOYALTY TO A COMPANY

Azman joined TNB straight out of university in 1979 as an electrical engineer in the district office of TNB in Mentakab, Pahang, slowly moving up the ranks until he was appointed the CEO in July 2012,

after 33 years with the company. Today, he oversees more than 35,000 employees at one of the biggest government-linked companies in the country.

Over the years, Azman did get many attractive offers to leave TNB but he stayed on because TNB constantly gave him new challenges.

Azman admits to being bored once he overcomes a challenge. TNB did not give him a chance to be bored, thrusting him to new challenges just as he got over one.

Being in the company meant constantly upping his learning curve, which he welcomed with open arms. And he felt that he wanted to make a difference to TNB with his services.

"As I got promoted, I was always made the head of some department. As the head, I could implement changes for the betterment of that department and in the long run, the company," reveals Azman.

This sense that his contributions went towards the betterment of the company and being rewarded and recognised for them were factors that kept him at TNB. Another attraction was that he believed in its value and what it offered to the public: Electricity.

"The product that I am dealing with – electricity – is something that everyone needs. Can you think of anyone who doesn't need electricity? It is an essential service and I am proud to be associated with a company that provides such a service," he says with pride.

Azman let his work speak for itself. He was not prone to self-aggrandisement, but his work stood out and his superiors took note of it. As one of his colleagues puts it: "His ability to perform and deliver results at a very high level with minimum supervision made him stand out among others and got noticed by the higher-ups."

THE MARK OF A LEADER

Azman says he never planned to be the CEO, he was just focused on doing his best and inspiring others around him to be the best.

"I did have a feeling I was meant for better things, but wasn't sure what it was. In the meantime, I just concentrated on what contributions I could make towards the company."

The success of an organisation does not depend solely on the leader, he says.

Datuk Seri Azman Mohd (fifth from right) is proud of TNB's tradition of promoting sports and fitness as tools for strengthening the mind, body and spirit.

"TNB is greater than its CEO; it's a team effort. We work on our strengths. I am not perfect and my shortcomings are complemented by my VPs."

The mark of a leader is not only to lead, but to inspire others to do their best and go that extra mile. A good leader is judged by not only how successful he is, but how many working under him are successful in their own right, adds Azman.

WHY CHOOSE TNB?

TNB is one of the best places to work, says Azman, because of its long tradition of providing a steady and secure career.

"Once you join us, it's like becoming part of a family," adds Azman.

"Many organisations want to hire extraordinary people to do fantastic things. We don't mind hiring ordinary people and developing them to do extraordinary things."

He adds that TNB provides many opportunities for its workers to upskill and upgrade themselves.

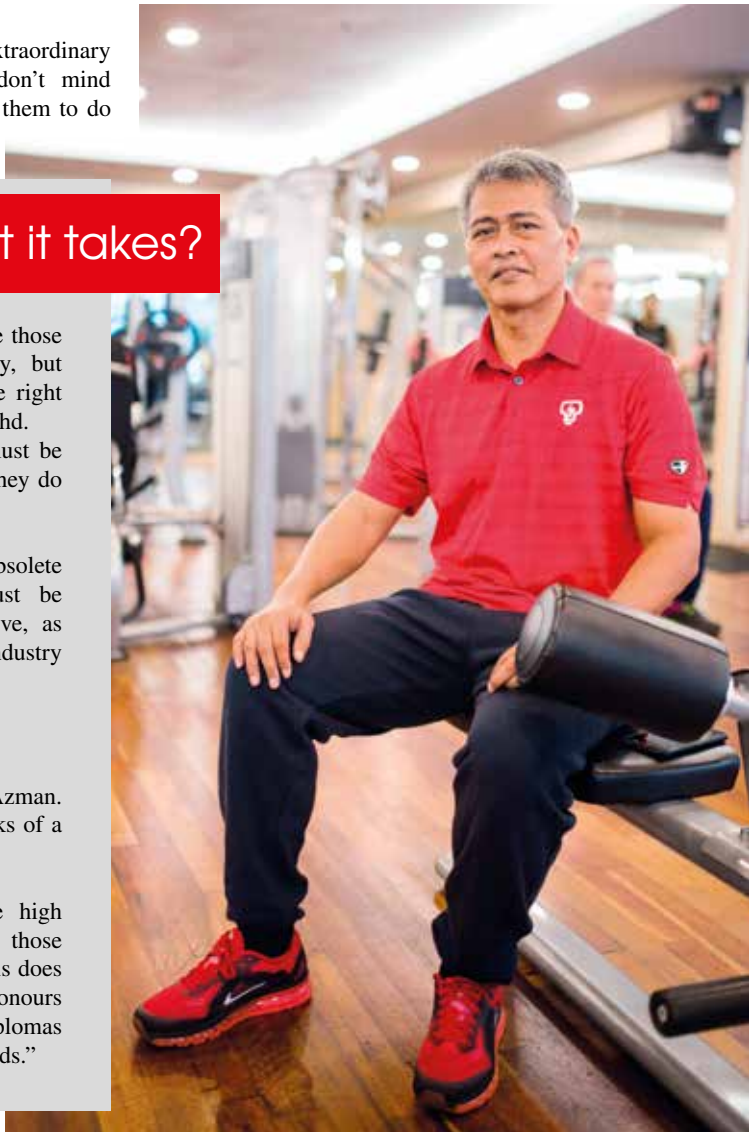
He is proud of TNB's Leadership Development Centre, which identifies potential leaders and helps to groom and train them. There's also TNB Intergrated Learning Solution (ILSAS), which is an integrated learning solution centre and Universiti Tenaga Nasional (UNITEN) for those who want to advance their education to the tertiary level. The company also offers scholarship to those who want to do their MBAs.

"We want job-seekers who are thirsting for success. TNB is like a river: We provide the water and it's up to those who are thirsty to seek us out."

Do you have what it takes?

"What I look for in fresh graduates are those who are not only good academically, but it's more important that they have the right attitude," says Datuk Seri Ir Azman Mohd. Humility is important because they must be willing to learn and willing to admit they do not know everything.

- Academic knowledge will be obsolete within six months. Workers must be prepared for a steep learning curve, as TNB aims to bring them up "to industry excellence".
- Be quick to learn and grasp things.
- "Integrity is very important," says Azman. Integrity is also one of the hallmarks of a good leader, he says.
- Certain jobs within TNB require high academic qualifications, especially those related to regulatory needs. "But this does not mean we only hire first class honours students. We also hire those with diplomas and who like working with their hands."



INVESTING in on-the-job training

Syed Yasir Arafat Syed Abd Kadir shares his thoughts on leadership and talent development since assuming the post of CEO at Ekuinas.

By Hyma Haridas

AS the Chief Executive Officer at Ekuiti Nasional Berhad (Ekuinas), Syed Yasir Arafat Syed Abd Kadir says he is a little different from other leaders of government-linked companies (GLCs).

"My background is quite different from most other GLC leaders. I did not attend boarding school nor am I an accountant," says Syed Yasir.

Indeed, not every top executive goes through the same journey to reach the top. For Syed Yasir, his appointment as CEO in March 2016 came sooner than expected.

Having graduated in Accounting and Financial Management from the University of Essex, UK, he started his career in merchant banking at Aseambankers Malaysia Berhad in 1994, after which he moved to CIMB.

Before he took on the role of Ekuinas' Managing Partner (investment), Syed Yasir spent 10 years in ING Barings Malaysia, in the Corporate Finance Department and eventually became Country Manager.

When Ekuinas was established in September 2009, he joined the private equity fund manager as a Managing Partner, a path that eventually led him to his current portfolio.

As at FY15, Ekuinas has received RM3.6 billion since inception and invested approximately RM2.8 billion.

Syed Yasir advises graduates to set their overall goals and decide which organisation will allow them to achieve these.

"Each career path gave me the opportunity to gain different kinds of experiences and re-focus in terms of perspective and views. It also enabled me to analyse my approaches from different angles," he says.

LEADING BY EXAMPLE

One of the greatest assets as a CEO or leader of an organisation, says Syed Yasir, is knowing how to manage people.

Clear communication is also important, as is commitment. Above all, Syed Yasir believes that a leader must have integrity.

"There is nothing that people appreciate more than a leader who rolls up his sleeves and gets his hands dirty together with the team, which is something I often do with my team at Ekuinas. I hope that in this way, I can lead by example."

He appreciates the need for diversity in talent acquisition and makes it a practice to hire people from different backgrounds.

"We don't want to create an organisation where everyone has similar views. We like individuals from different backgrounds and demographics to ensure there is diversity in terms of thinking and decision-making.

"For example, in the investment department, we have people who have previously worked in investment banks, accounting firms and consulting firms. Each individual is able to bring a different perspective to the table."

> "There is nothing that people appreciate more than **a leader who rolls up his sleeves** and gets his hands dirty together with the team.

In line with this, Ekuinas' talent development programme is tailored to an individual's needs.

"We send our employees for various training development programmes. As they climb the corporate ladder and take on more responsibilities, they need to develop certain qualities. For this, we send them for specific courses to sharpen their skills. But I believe that on-the-job training is the best training."

Ekuinas offers on-the-job training in different industries, thanks to its mixed investment portfolio, and provides competitive packages benchmarked against leading private equity firms.

But at the end of the day, every Ekuinas employee possesses three fundamental qualities according to Syed Yasir, which are smart, diligent, and determined.

REALISTIC EXPECTATIONS

The company is proud of its strong spirit of camaraderie and healthy work environment. But while many of today's graduates seek out "fun corporate cultures" to be part of, Syed Yasir clarifies that they should be realistic in their expectations.

"It really depends on the industry you are working for. If you are in the finance industry, there is still a certain mould that you need to fit into.

"You should seek an organisation that gives you the best experience and exposure because that is what will carry you through to the next phase of your career. You may have a lot of fun and not learn anything, which would not be useful to your career development.

"Compensation, while important, should be secondary. Set your overall career goals and decide which organisation will allow you to achieve these."

When not crunching numbers or attending board meetings, Syed Yasir relaxes by spending time with his family or reading – non-finance-related materials, of course.

"Everybody needs an escape. You cannot be a one-dimensional guy who limits his focus to work alone. For me, what I do is already stressful so 'an escape' is always a good idea!" says the CEO, who admits he would have been a historian or sociologist had he not been on this path.

Going the EXTRA MILE

Cameron Wilson talks about Continental Tyre Malaysia's ongoing search for talent in line with its regional growth and expansion.

By Hyma Haridas

Cameron Wilson says promising youngsters are given an opportunity to work overseas.

FOR an organisation that "strives for nothing less than excellence", it's not surprising that Continental Tyre PJ Malaysia Sdn Bhd (Continental Malaysia) also expects its employees to perform at their best individual capacity.

As a wholly owned subsidiary of Continental AG, Continental Malaysia upholds the same passion and dedication to innovation as the group. Continental AG, with its headquarters in Germany, is one of the largest tyre manufacturers worldwide and one of leading suppliers to the automotive industry for tyre and brake technology, vehicle dynamic control as well as electronic and sensor systems.

Cameron Wilson, Managing Director for Continental Tyre Malaysia and Vice President Marketing & Sales for Passenger Tires Asean and Truck Tires Malaysia says the key to Continental's success lies in its employees.

"We invest a great deal in the workplace, to ensure that our employees are provided with a safe and healthy work environment, as well as one that rewards excellence and creates working conditions that enhance quality performance. As an employer, we stand for innovation, 'internationality', passion and success – attributes that we put into practice across all our offices, including Malaysia."

The company's Malaysian operations commenced in 1985, initially supplying instrument cluster to Proton Saga vehicles. Today, more than 80 percent of the local production is exported to original equipment manufacturers (OEM) on every continent.

> "You **shouldn't shy away** from extra responsibility, because it's an **opportunity to learn** and grow.

> At the end of the day, **graduates** want to do **work** that they **believe** in and are **passionate** about.

"As the company's business and operations continue to expand in the Asia-Pacific region, there are an increasing number of job opportunities that are opening up. As a result, human relations have become one of our key focuses. We are working on enhancing our selection and diagnostic tools and putting in place fairly rigorous assessments to recruit the best fitting talent for our organisation," says Wilson.

This includes facilitating easier movement of talent from Continental's overseas offices into Malaysia, and vice versa, thus encouraging greater talent mobility within the organisation. It's also one way in which the company strives to instil international exposure among its employees.

In Malaysia, the company recruits employees with technical and non-technical expertise, to fulfil the manpower needs at its headquarters as well as the research and development centre, which is integrated to global R&D efforts and serves as a centre of expertise in highly specialised and technical areas.

"The process of manufacturing tyres is continuously being modernised and digitised, opening up more opportunities in higher value-added sectors, such as technical areas and IT.

"So, as an employer, we are looking for a wide range of skills of varying qualities among graduates to fulfil the roles that are opening up in Malaysia and across this region," says Wilson, who has more than 20 years' experience in the automotive industry in Australia, Thailand, the United States, China and now Malaysia.

Wilson, who has been heading Continental Malaysia's operations for the past two years, believes that while the expectations of today's fresh graduates may be different from those before them, they are fundamentally motivated by the same things.

"At the end of the day, graduates want to do what they believe in and are passionate about. Some of the

skills that we look for when hiring fresh graduates are motivation, involvement in extracurricular activities, ability to communicate, good energy, ability to work in a team and adaptability."

The company carries out several graduate trainee programmes, which are organised according to the different divisions, to better suit an employee's job scope.

Candidates in the graduate trainee programmes are provided a unique working experience in a multicultural business team in Continental's offices for a certain duration, both locally and overseas. They will gain valuable international experience while completing interesting and challenging projects and tasks. They have the opportunity to build up a network and start a successful career in a global corporation.

Continental Malaysia also plans to introduce the "Future Workplace" initiative in the next 12 months, which will be a combination of both physical and policy transformations designed to enhance workplace flexibility and promote greater employee satisfaction.

When it comes to young graduates, Wilson reckons that one of the most important qualities to have is to "offer to do a bit more" on the job, especially when just starting out in their careers.

"You shouldn't shy away from extra responsibility, because it's an opportunity to learn and grow, regardless of what role you are in.

"Also, play the game at the next level, or in other words, demonstrate or act as if you are already in the role that you want to be in, in terms of demonstrating your capabilities and your ability to take on more responsibilities.

"It shows your boss or supervisor what else you can do beyond the scope of your work, and that you can possibly be entrusted with bigger responsibilities in the future."

Right time for DIGITAL NATIVES

A tech-savvy graduate with positive characteristics will succeed in CIMB.

By Theresa Manavalan

THE timing couldn't have been better. At a time when the financial service industry, especially banking, is going through rapid change and transformation, and morphing into a new technology-driven framework peppered by the presence of fintech and innovation such as mobile and virtual banking, so are we witnessing the entrance of Gen Z into the workplace.

"The legendary digital native has a huge role in banking going forward," says Dato' Hamidah Naziadin, Group Chief People Officer at CIMB Group. "Not just as our future employees, but also as our future customers."

Born and raised in the era of touchscreen phones and social media, they don't know a world without the internet. "For them, life is online via smartphones – be it shopping or dating," quips Hamidah.

"Based on experience with my own children and reinforced by the research that has been conducted, we know a few traits of these digital natives. They will be resourceful due to their unlimited access to knowledge via the internet; they will need to work in an environment that is highly and technologically connected and social media enabled.

"Jobs will have to be multi-dimensional and varied as they are known to apply their intelligence differently, and jobs must be able to cater to their needs for immediate satisfaction and feedback," she says. Hamidah cites the example of Uber, where feedback can be given immediately at the end of the ride. "One would imagine that at their workplace, they would want to have instant feedback and their performance appraised now, not at year-end."

The timing of this generation of digital natives entering an industry that is ripe for disruption is ideal.

"In order for us to maintain our reputation and branding as a leading employer, we need to be conscious of and recognise what this new generation is like, and what drives them," adds Hamidah. So what can they look forward to in CIMB?

NUTURING FUTURE LEADERS

To fulfil the diverse aspirations of today's graduates and at the same time, meet the bank's business needs, opportunities for growth are offered via their two flagship graduate management programmes – The Complete Banker (TCB) and CIMB Fusion.

TCB is a fast-track leadership programme that focuses on diversity within banking and nurturing future leaders. At the end of the 12-month intensive programme, they would have a thorough understanding of the Group's business, products and services, and also have the opportunity to be in (or even lead) special projects in areas such as digital innovation and data analytics.

The CIMB Fusion is an innovative programme which emphasises diversity beyond banking and focuses on broadening the experience and skills by gaining work exposure from another industry in addition to banking. The added industry exposure is through partnership with other global firms from diverse industries such as legal, audit and assurance, strategic management, consulting and technology.

"We constantly review these two programmes to ensure that we are producing the leaders of tomorrow," affirms Hamidah. "Going forward, the projects that are identified will be more skewed towards technology and innovation, and CIMB Fusion will also likely partner with fintech companies."

BUDDY AND MENTOR

Once in the management training programme, a recruit is assigned a buddy and a mentor. The buddy is typically those who are in the same age group and has a similar background as the recruit, for example a shared alma mater or field of study. The mentor is usually more senior and from another department.

"The first year is crucial to a recruit's perception of satisfaction and fitting in," says Hamidah. "All new recruits get a buddy who makes them feel welcome and a mentor who helps them build confidence."

Having had CIMB Group Chairman Dato' Sri Nazir Razak as a mentor in her early years with CIMB, Hamidah truly appreciates the benefits of having one. "He challenged me, and that was his way of

Dato' Hamidah looks out for candidates who have integrity, intelligence, a sense of curiosity and are energetic.

motivating me," she says. "He is decisive and takes bold steps and I've learned a lot of valuable lessons by watching him."

OPPORTUNITIES ACROSS ASEAN

Another key attraction for new recruits is that CIMB is an ASEAN bank. This means that they have opportunities to work in any of the nine countries that CIMB currently operates in. Malaysians can not only work in other countries, but also have the opportunity to work with colleagues from across the ASEAN region on projects or assignments.

"Diversity is a core value at CIMB," says Hamidah. "We consciously move our people around and each posting could be a few months or even a few years. We know that the younger generation is excited about the challenge and exposure from working abroad."

STANDING OUT FROM THE REST

The demand for places in both the management training programmes is quite intense and the competition is fierce because of the many attractive features and benefits. So how should graduates differentiate themselves from the many others who are equally academically qualified, in order to be accepted into CIMB?

"We want people with integrity. Integrity is everything, especially more so because of the industry we're in. Someone who is honest,

trustworthy and reliable will succeed not just in the job, but in life," emphasises Hamidah.

Intelligence is also an important trait. This is assessed with the help of aptitude and personality tests, business case presentations, panel and face-to-face interviews. "In their final interviews with me, I tend to look at clues from their extracurricular and other non-academic endeavours," says Hamidah.

"We also like to know if they are current on issues like Brexit and what their thoughts are. There's no right or wrong answer but this process reveals how a person thinks and forms opinion.

"We also like people who are curious or have an inquisitive mind. Anyone who shows that they examine new kinds of solutions to problems, do new things, challenge norms and are willing to navigate through today's complex world, is also sought after," adds Hamidah.

Last but not least: Energy. "You can be smart, have great ideas but not showing energy or enthusiasm may result in us having the impression that you are not excited or passionate about the job," remarks Hamidah.

At the end of the day, the best performers and those who eventually succeed are those who realise that there are no shortcuts to success.

"You've got to have a genuine interest in your work and in the business," says Hamidah. "If you're hardworking, possess a 'can-do' attitude, coupled with a positive outlook, you're all set to succeed in your pursuits."

"You've got to have a **genuine interest** in **your work** and in the **business.**

Malaysia Airlines **reboots**

The national airline hits the 'refresh' button and is now ready to take on new challenges, its Chief Human Resources Officer tells GRADUAN®.

By Sheridan Mahavera

IN 2015, Malaysia Airlines underwent a huge turnaround plan to try to stem years of losses. Its owner, Khazanah Nasional Berhad, implemented a business restructuring, which involved, amongst others, a downsizing exercise.

Two years on the airline, known to many Malaysians as an institution and a national symbol, is a different organisation. For starters, it is now behaving like a start-up firm.

The new Malaysia Airlines is shedding the entitlement mentality of the last few decades, says its Chief Human Resources Officer Claudia Cadena.

Claudia Cadena advises graduates to take a closer look at their resumes before sending them out.

Instead of relying on past glories, the national carrier is now a hungry player fighting for a piece of the ultra-competitive commercial flight market.

"(It's) a change from an entitlement mentality to one that is hungry for business, for success and we are not letting ourselves be intimidated by the competition," says Cadena in an interview with **GRADUAN®** at Malaysia Airlines headquarters in Sepang, Selangor.

"We want to drive the market, be market leaders and drive the industry."

This renewed sense of purpose, she says, is reflected in everything the firm does, especially its policy of hiring new graduates.

Like other competitive, global-oriented firms, Malaysia Airlines is abandoning the old habit of judging applicants solely by their grades. The straight-A grads are out.

"Everyone comes to you with A plus, plus. That is already a given. I don't need to know that you are an A student because 80 percent of people are. So, if you are an A student, what is it that you bring over and above your grade? What makes you stand out?"

For Malaysia Airlines, what stands out is the ability to be a leader, team player and problem-solver, says Cadena.

"

We don't need **SUPER A-GRADERS.** We need people who are **OUTGOING**, who can interact with others, able to **handle stress** and who can think on their feet.

The company places a premium on these three traits and they become even more important in a tough job market.

"If a company is growing and has more capacity to hire, you can hire five and spread out the skills you need among the five but when you can hire only one, you want that one to be the complete package," she says.

"In a normal environment, if I'm looking for four elements in a graduate but I can find only three, that's OK. But in a tough economy, I want someone with all four, because you can only afford to hire one."

NO EINSTEINS

Being a service-oriented company, Malaysia Airlines also wants people who are street smart instead of book smart.

"We don't need super A-graders. We don't want the most intelligent Einsteins. We need people who are outgoing, who can interact with others, able to handle stress and who can think on their feet.

You don't get these things in the classroom. You get them out on the street."

In keeping with a new culture of openness and effective communication, Malaysia Airlines wants its new hires to be able to state in clear, concise terms what they can offer to the company.

This means no three-page resumes filled with details of personal life or college majors.

"Don't tell me you went to communication workshops. Show it in your CV in the first page that you have these three skills. When I look at how you structure your CV, it tells me how effective you are as a communicator. Your grammar, your sentences."

New graduates, she says, make the mistake of overloading their CVs.

If every candidate submitted three pages each and there are 300 of them, then a human resource officer must plough through almost 1,000 pages.

"CVs sometimes have a name, IC number, email, their house address, their house number… (that's) half of the page. Your CV just needs to have your name, email address and handphone number."

CVs, Cadena stresses again, must "stand out. You need to be able to showcase yourself."

GROOMING FUTURE LEADERS

The firm is always on the lookout for fresh graduates for its 18-month management trainee programme where they are exposed to the inner workings of the relevant division within Malaysia Airlines. This specialised programme is a pipeline for future leaders, says Cadena.

"Let's say you are interested in the commercial division, then for 18 months, we take you four months into revenue management, four months into sales, four months into marketing and so on within that division, so you can see how it all fits and understand the inter-dependencies."

After the 18 months, those who have what it takes will be offered a permanent executive position but they need not start at the bottom, she says. Some trainees are even hired as senior executives.

"If you have what it takes and can demonstrate it… we accelerate you. We are very clear that we want to nurture leaders and embed them in different parts of the organisation."

This constant focus on leadership, whether it is bringing in new ones or nurturing old ones among the current staff, is another constant theme in the new Malaysia Airlines.

It was not something emphasised in the past, where competent people were given leadership positions with almost no training on the skills a leader needs, she says.

The new Malaysia Airlines puts a lot of energy into training leaders among its current staff whether they are non-executives, executives or managers.

"Sometimes it's the non-executives who are more important as leaders because they are the ones managing 200 people."

These traits speak of the firm and a brand that is in transition, says Cadena. But like the in-flight magazine it is known for, Malaysia Airlines is "going places".

The musician orchestrating the transformation of **MALAYSIA AIRLINES**

It's only near the end of the **GRADUAN®** interview with Sharmini Ratnasingam that we find out that she is part of the award-winning Gamelan group, Rhythm in Bronze.

And right then, it clicked how her musician personality and outlook infuse so much of the values, attitude and work ethics in her role as a Malaysia Airlines Senior Manager of Culture and Engagement. Sharmini started her career with Malaysia Airlines as a musician (trombonist) in the then airline orchestra.

And 28 years later, the reasons for her longevity in the corporation seem clear. "I am so grateful for the opportunities that Malaysia Airlines has given me to grow in my career. My formula in the company is simple – find the right job so that I can learn while allowing me to be creative and be passionate in my work; and then find the right mentor to guide and utilise my strength. Being in Malaysia Airlines is like being in a life university."

When asked about her rather unusual current portfolio, Culture & Engagement, she says, "It is rather new, especially in Malaysia. However, there are many global companies that see the importance of establishing a cultural unit focusing on driving engagement through the right value-driven corporate culture. Personally, this job is very interesting as it is rather subjective, involving looking at the mindsets of leaders and employees.

"It is very satisfactory when you see a colleague having her A-ha moment, realising her role and wanting to contribute positively towards the company's goals."

She runs corporate value workshops together with facilitators from various areas like pilots, cabin crew, operational, administration from IT, finance and HR for more than 12,000 employees.

Sharmini proudly says, "There is a strong undercurrent or family spirit that pulls the employees together and keeps them glued. Our programmes are based on this family spirit."

As for advice to **GRADUAN®** readers, she says, "Career growth is all about being self-motivated to learn and grow. Challenges and changes are always there to test you. Ultimately, you and only you can decide how much commitment and dedication you will give to your work so you can either stand proud of your work and achievements or constantly complain about change while doing mediocre work. The decision is easy – aim to be the greatest you!"

At Dell Malaysia we offer a multitude of avenues to help you thrive in your career.

Diversity and benefits

We embrace diversity and inclusion through our four Employee Resource Groups (ERG)

- **WoMen in Action**: provides women team members a platform to network, learn and exchange ideas.
- **GenNext**: provides a sense of community among like-minded individuals, particularly the Gen-Y.
- **True Ability**: drives awareness and serves as a resource for team members impacted by disabilities or special needs.
- **Planet**: encourages an environmentally responsible culture among team members.

We also connect with our team members through:

- Corporate Social Responsibility (CSR) events and activities.
- Employee Events & Recreation programs.
- Health & Wellness programs.

A center of excellence

- **Dell Malaysia University (DMU)**: sponsors team members for certificate and degree programs.
- **Innovation Excellence Council (IEC)**: encourages and influences team members to develop innovative dispositions.

University relations

Dell Malaysia actively collaborates with many universities in Malaysia to hire talented graduates. These include campus career talks, interviewing students, and sessions on personal branding via social media. With our "Primp Your Profile on Campus" program, we're helping college students use LinkedIn to develop their personal brand, grow their network and capture the attention of potential employers. The consistent initiatives in building a great partnership and employment brand resulted in Dell winning the **GRADUAN Employer of the Year** for five consecutive years.

"The diversity and magnitude of this company allows us to learn from one another, across different functions and geographical locations."
– **Nicolas Yeoh**

"Dell's 'open door policy', diverse workforce, along with the career development programs set us apart from other companies. My journey at Dell can best be summarized as exciting, impactful and full of growth!"
– Inderjeet Luthra

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OUR EMPLOYEE VALUE PROPOSITION

OUR PURPOSE

Our role is to bring innovation to people everywhere to drive progress around the world.

We take pride in fostering a winning, innovative, inclusive employee culture. We also take calculated risks and we celebrate big victories when they pay off.

OUR CORE VALUES

- Customers
- Winning Together
- Innovation
- Results
- Integrity

ENTREPRENEURIAL CULTURE

Our spirit: Fast paced, results-driven and always evolving.

Our teamwork: Encourages everyone to contribute ideas and suggestions.

Our people: Continuously improve, build great relationships and value diverse perspectives.

YOU HAVE THE FREEDOM TO DREAM BIG.

A full **40% of positions are filled internally,** allowing for greater career:

- **Depth** — develop an impressive knowledge base to do your job well
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WE ARE COMMITTED TO DEVELOPING HIGHLY ETHICAL AND INSPIRING LEADERS.

Every year, thousands of our team members take advantage of growth opportunities by moving into new roles, getting involved with a mentor, networking, attending formal training, and obtaining new certifications.

Keeping it REAL

To ensure its talent make it far in the banking industry, Hong Leong Bank Berhad is committed to providing the right path, not just in banking, but also a full suite of offerings under its financial group umbrella, says its Head of Human Resources.

By Mel Sim

WHEN it comes to the kind of talent that Hong Leong Bank Berhad (HLB) is looking out for, Head of Human Resources Fiona Fong says it all boils down to two aspects: A personality perspective and a work perspective.

"From a personality perspective, the talent must have strong cognitive abilities, admirable values and principles, strong sense of responsibility and humility, able to handle challenges, rejection and bounce back quickly.

"From a work perspective, the talent never stops thinking about how to make the quantum leap on people and business dimensions – they should always be asking themselves, 'How do I leave a legacy through people?' and 'where do we want to take the business from here?'" says the HR practitioner.

Thanks to her career, Fong has had a lot of experience meeting and vetting new talent. She started at a fast-moving consumer goods company as part of the company's HR management trainee programme, where for six years, she took on various HR roles. Her banking position started with Citibank in 2003 where she stayed for 11 years, taking on senior generalist and specialist roles.

In 2016, Fong joined HLB as its HR head, of which she says has been an exciting journey so far.

As the head, Fong says her first responsibility is to the bank and her colleagues, ensuring that she represents the bank at the highest standard and making sure that the work environment enables her colleagues to feel happy and secure while working.

Otherwise, her four main pillars are talent management, learning and organisational development, human resources service delivery, and rewards and recognition.

Asked to describe the working culture at HLB, Fong provides her own take what "working culture" really represents.

"From my perspective, work culture correlates to the people that we have working at the bank. People equals culture.

"I must say, my colleagues are a hard-working bunch. Many have been with HLB for a while, but there are also some who are fairly new. Wherever I turn, the feedback has been consistently positive that the people at HLB are willing to coach, help and are very focused on the outcome."

This "culture" boils down to what HLB prioritises as an institution, which is to build a sustainable pipeline of future leaders for the bank.

One of the programmes available at the bank that coincides with this is the Hong Leong management associate programme, which, Fong says, offers three points.

"The major difference between the quality of graduate programmes and how successful it is hinges on the quality of the managers who are responsible for the graduates under the programme and their care; the quality of the project/role that the graduate goes through; and the support and focus of the senior management team.

"Real jobs, real expectations, real experiences, strong coaches and senior management commitment that you will not get anywhere else."

> "To be **successful** at any job, **leave your ego** at the door.

She continues: "What is unique is that although we are focusing on the bank, we also ensure that we build a pipeline for the financial group over the long term."

HLB is one of Malaysia's leading financial services organisations and is part of Hong Leong Financial Group, the financial services arm of the Hong Leong Group (HLFG). Apart from banking, HLFG is involved in the provision of insurance and takaful, as well as investment banking, unit trust, fund management and stock broking services.

"As such, we are able to provide a comprehensive platform of the financial services offerings as well as regional reach through our international network."

When asked about the different talent that she has come across over the years, Fong claims that what she deems important or strengths would be different from how other human resource practitioners view it.

"Talent means different things to different people. For me, a talent should be able to make the quantum leap change for things that matter, drive for results, build strong teams – without having to sacrifice values and principles.

"Different talent obviously have different strengths and weaknesses. But what's important is that they have self-awareness of their strengths and areas for improvement, and are willing to take steps towards continuous improvement," says Fong.

Her advice in general on how to stand out from the rest? Two simple traits to follow: "First, seek to understand, before you seek to be understood. Second, to be successful at any job, leave your ego at the door."

Move and MASTER every role

To get ahead in your career, you need to lay the right foundations through patience and a willingness to learn new skills.

By Theresa Manavalan

IN 2016, the job market was characterised by something of a paradox. Jobs were hard to come by for a new graduate but the same graduate was wary that employers were expecting a commitment of five years or more.

Many might be missing a huge opportunity, says Callister Koh, Head of Human Resources at HSBC Malaysia, who wants newbies to know that the seemingly long commitment is the foundation to a leadership position.

"Staying in one job role forever is obviously unhealthy," says Koh.

"Three years in a role is a good time to master it. After three years, try a new role. If you build a foundation in this way, then you become a very attractive candidate to the next boss," says Koh.

"And there's nothing wrong with staying 30 years with one employer but that (should be) 30 years in different roles and locations. In a big bank like ours, there are so many roles in our system, here and abroad."

HSBC is a large organisation with an international footprint and offers more than 900 roles. Many senior executives began their careers in the bank.

"If you look at the top CEOs in the world, clearly they have done at least 10 to 12 roles. If you look at successful baby boomers, they have performed many roles and have mastered each one to perfection.

"So, when someone is job-hopping every six months, it means he or she has not mastered a skill or role. What will your potential new employer think of you?"

Job-hopping by millennials may well have contributed to the ongoing war for talent. As a result, employers competing for the best talent are increasingly encouraging existing employees to post positive experiences on social media and digital job search platforms because that's where the next generation of recruits is looking.

"

When someone is **job-hopping** every six months, it means he or she has **NOT mastered a skill or role.**

"We also do that internally," says Koh. "Positive experiences are shared within the bank so every level of employee, especially new ones, can see how their colleagues work and gain satisfaction at work."

Still, says Koh, actual recruitment is based on HSBC's "Build, buy and borrow" strategy.

"Build" means consistently developing and promoting existing staff; "buy" means recruiting from outside; and "borrow" involves seconding people from any part of the bank's global network to a different location.

"This combination of strategies in roughly equal parts creates a balanced work culture," says Koh.

"When this is done well, new employees are likely to stay because they can see career development."

Going online is already a way of life. More and more graduates have online profiles and sometimes wonder if they should even bother with a traditional resume.

"I would go with a combination," advises Koh. "Traditional resumes outline experience but don't always reveal character or personality."

An online profile can show a candidate's real-life experience, for example, in projects or social work.

It can be lively with photos and have information that reveals depth and personality that help position an employee for the right job.

Never forget that recruiters want people who have a sense of humanity, a quality that's hard to show on a resume.

"We use digital platforms to recruit and to understand potential employees. This generation is comfortable being online. A digitised profile is easily shared when the recruiting team is in several places. Still, a traditional resume remains a part of the recruiting process."

And, thanks to the outspokenness of digital natives, recruiters like Koh get feedback quickly – even on the recruitment process.

Integrity at the heart of business

ANOTHER key development in 2016 was the global discourse on integrity, arising from regulatory authorities worldwide taking a new look at the way money moves across borders.

Money-laundering has never been so high on the agenda. And it has a direct impact on new recruits in the financial sector.

"We have zero tolerance for dishonesty," says Callister Koh.

"It's our duty as employers to induct new joiners into the right culture. We equip new joiners with the onboarding, especially in the first three months. Now it's more robust than ever. What we want is for integrity to be second nature to them."

The onboarding via seminars, training, induction and on-the-job learning is crucial.

"Eventually, they must be able to sell our products as well as manage controls in terms of compliance. Someday, they may become gatekeepers and compliance leaders, so we need to ensure they are prepared for this."

HSBC's Callister Koh reminds candidates not to neglect a traditional resume while showing their best side online.

INTERVIEW INSIGHTS

Callister Koh, Head of Human Resources at HSBC Malaysia, shares some insights from the recruiter's desk.

AN OVERINFLATED VALUE OF THEIR WORTH?

Some tell us they want a role in which they can meet CEOs and CFOs. Kudos for thinking big but experience starts from the basics. For new recruits, we hold an informal evening where they meet senior execs who tell them directly what kind of experience is expected.

BEST WAY TO EVALUATE ONESELF

Be yourself. Be authentic. Recruiters are experienced enough to see through you. That's why the selection process has many components. An interview helps gauge some things, like self-confidence.

An assessment activity reveals the real person. For example, build a bridge with playing cards and sticky tape. When the bridge collapses, some will panic or crumble with despair. Others will react with solution-driven behaviour. These suggest who can handle a crisis or adapt to change.

INTERVIEWING POORLY

Many come totally unprepared. Today's tech-savvy grads have no excuse. A quick visit to the employer's website will give insights into the company. When you do your background research on the company, it shows interest and respect for the organisation.

Some don't know what job they are interviewing for. They will say, "Anything also can." Some will say that it's OK to skip a few days of training. In actual fact, it is not OK at all.

EXPECTING A FLAWLESS PRESENTATION?

No. We are looking for a person who embodies HSBC culture i.e. dependable, open and connected. You may not have perfect language but if you communicate well, connect with people in the room and appear sincere, we are interested.

But if your posh English is delivered with no eye contact, a snobby full-of-yourself manner while dropping VIP names, you may not be a fit.

THAT TONE OF VOICE

Many misrepresent themselves by framing their remarks and questions in the "what can the bank do for me?" tone. It just came out that way. I usually respond with a "what do you expect the bank to do for you?" which prompts them to think.

We do offer career development, an international footprint and the chance to become a world-class banking and finance specialist. Does that resonate with you? Now, what can you offer the bank? They will realise they have taken a bad step. This is self-awareness and I'm not offended by this.

INTERVIEW TURN-OFFS

Turning up late. It is a big no-no! Cold arrogance at the front desk e.g. not greeting the receptionist with a "hello", will reach the ears of the interviewer even before the interview has started.

Grooming. Every employer expects a candidate to be dressed appropriately, not expensively. We are looking for substance in the best possible packaging. Don't come to the interview looking like you just got out of bed. Look right for the role you are seeking.

THE FAILURE-IS-NOT-AN-OPTION PERSONALITY

This personality has positivity and courage but we will question how real this is. It means they've never tasted failure. How will you handle situations beyond your control like the environment or regulatory issues? Will you find creative solutions? Confidence, yes. Overconfidence, no.

JOBS ARE HARD TO COME BY

It's important to do what you like but don't be choosy. Some positions are administrative and loaded with seemingly unexciting tasks. But these jobs groom you to be detailed and to understand the system. Your challenge is to simplify the tasks, make it easier for colleagues and customers. Give it time because good employers help you grow.

For the record, HSBC's 2016 Young Aspiring Leaders Programme received more than 1,400 applications. After a phone screen, an online screen and an all-day assessment, only 37 made it. So yes, jobs are hard to come by.

Never too late to chase your DREAMS

Even if you gain a degree later in life, a career path in the corporate world is still possible, Felda Global Ventures' Chief Human Resources Officer tells GRADUAN®.

By Yasmin Ramlan

ARE you a late bloomer? If yes, don't worry, says Mohd Najid Yahya, Chief Human Resources Officer at Felda Global Ventures Holdings Berhad (FGV).

Najid, a former soldier, claims that it is never too late to start something, even if you did poorly in your studies.

"I started my tertiary education much later than my friends," Najid tells **GRADUAN®.**

He went to the Royal Military Academy Sandhurst in the United Kingdom in 1984 after completing his secondary schooling in the Royal Military College in Sungai Besi.

At Sandhurst, he earned a Standard Military Course (SMC), which is the equivalent of a bachelor's degree.

Najid, an army officer for about 14 years, only pursued his tertiary education later, starting with a postgraduate diploma in management science at the National Institute of Public Administration (Intan) in 1995 before joining the corporate world. In 1998, he started a double diploma in human resources management at Universiti Malaya.

"It doesn't matter if you have a minimum qualification. I only started my tertiary education after working and settled on this career path after several years of working," says Najid when asked to offer some advice to those who might not be academically strong.

Of course, if you start studying later, there are sacrifices to be made. "I had to sacrifice my time, juggling between part-time study, job and family. But you can always study in many ways – weekends, part time or online but never give up."

All his hard work finally paid off when he held several top posts in some established companies, such as Standard Chartered Bank, Sime Darby, Al-Rajhi Bank, Maybank and FGV.

Mohd Najid Yahya (centre) says employers judge their staff on their ability to deliver and meet targets.

With nearly 20 years in the corporate world, he believes qualification is only a piece of paper. What makes a difference is how a person delivers the job.

"Nowadays, everyone has a paper qualification but what makes someone better than another is not about qualification.

"Once you're employed, your superior will not judge you based on qualification any more but how you deliver your job and meet your targets," he says.

Najid's own career projection reflects this observation. In 1997, despite the ravages of the Asian financial crisis, Najid received a job offer from Standard Chartered Bank, as a Human Resources Officer.

"After I completed my studies, my former boss, who had by then retired, invited me to his office and asked whether I was interested to join him at Standard Chartered Bank. That's how I started my career in the corporate world."

Najid stayed with the bank for seven years, leaving as Senior Manager before joining Sime Darby.

As someone whose own resume is dotted with various corporations, **GRADUAN®** asked Najid about job loyalty.

He says job-hopping doesn't necessarily mean disloyalty, as employees get to experience a different working environment and culture.

"You will be able to view things from different perspectives and later contribute your experience to your future organisation."

However, he points out that it may not apply to everyone, as there are some people who excel in their careers despite remaining at one organisation.

"I personally think there is no right or wrong answer here but I'm just offering myself as an example. I don't stay put in a company for too long but I still reached where I am today."

The challenge instead, Najid says, is to present yourself as a valuable employee while showing your ability to carry out a set task.

"Meanwhile, in human resources, I need to deal with numerous issues, especially with problematic employees. I often get carried away with it and I bring the problem home until I have resolved the issue," he says.

Najid started as a Human Resources Officer at Standard Chartered Bank and later held various key positions, including Senior Manager Rewards and

> Once you're **EMPLOYED**, **your superior** will not **JUDGE** you based on **qualification** but how you **DELIVER** your job and meet your **TARGETS.**

Najid's rules for success

KNOW YOUR STRENGTHS
If you are good at a certain thing, you have that extra bullet to present yourself. When I decided to leave the army, I knew I could do better in the corporate world.

ALWAYS BE WELL-PREPARED
You need to do your homework before you do anything. I always believe in having a contingency plan. If one doesn't work out, you have other alternative ways as a back-up because I don't believe in failure. That's what I learnt in the army: If you get attacked, you always have a contingency plan.

AIM TO IMPROVE YOUR PERFORMANCE
I always tell myself I can do better and improve a certain process of work. If it takes one week to accomplish a process, I will try to challenge myself to complete it within three days.

SET YOUR BENCHMARK
I work hard and set my career path, such as reaching certain milestones at a certain age, and I normally achieve it earlier. For example, I wanted to become Head of Human Resources before I reached 50 but I achieved it at the age of 45. So, it's a bonus.

Employee Relations, Group Head of Rewards at Sime Darby; Head Reward and Employee Relations, Head Business Intelligence, Director of Human Resources at Al-Rajhi Bank (Malaysia); and Head of Human Capital at Maybank Kim Eng.

A highly visible leader with more than 30 years' experience in local and foreign-owned corporations, Najid was accorded the CHRO of the Year 2016 Award at the Global HR Excellence Awards, Mumbai, India.

He is also the holder of 11 awards at FGV for HR strategy, talent management, managing health at work and outstanding contributions to the field of human resources development.

Advice for millennials, employers

BE PATIENT AND DON'T BE TOO PICKY

The tough job market today hasn't been too kind to millennials. Fresh graduates need to be patient in chasing their dream and don't be too picky about getting their first job.

"Getting a job is already a bonus because many fresh graduates today are unemployed due to mismatch in the supply and demand," says Najid.

He says, based on his observation, most fresh graduates are pursuing a course of study offered by a university instead of pursuing what they really want to study. And they normally end up getting a job not related to their field of study.

"So, they have no choice but to grab the first job offer instead of pursuing their passion. But my advice is stay a few years in the company to gain experience and this can guide your career path in deciding your next move."

BE TRANSPARENT

As an employer, Najid says he is transparent with employees when they first set foot in the organisation. He briefs them on the job description and expectations, as many fresh graduates have no idea what to expect at their first job.

"If you brief and show them where the career path will lead them, then they will be with you. Millennials do not like sudden change, unpredictability or being unsure about their future," says Najid.

Thriving in the brave new world

Don't be afraid of the competition brought about by digital changes, advises RHB's Group Chief Financial Officer.

By Alistair Tan

EVERY fresh graduate is aware of the uncertainties he faces in job hunting when he leaves the comfort zone of college for the real world.

The future can only get tougher in years to come. The 4th Industrial Revolution increasingly will transform the way the world works and lives through technological innovations, such as quantum computing, nanotechnology and 3D printing.

"In the world of the future, we won't just be competing against other humans (but) against robots, algorithms, computers," Taufik Albar says.

The Group Chief Financial Officer of RHB says, as the new revolution gathers momentum, many of the skills of today will become redundant with artificial intelligence nudging out the need for human labour.

"For instance, algorithms can take the place of investment consultants.

"In banks, we talk about robo-advisers," Taufik says. These can prepare a financial portfolio to suit a potential client's age profile, life goals and appetite for risk.

He cites an international business magazine, which, in addition to producing the normal "human-written" articles, is already working with a business partner that uses artificial intelligence to produce "automated narratives" on businesses.

"You will have trouble telling (the reports) apart," he says. "At least one international news agency is now using algorithms to write stories, so who needs journalists (in the future)?"

This has created an unprecedented challenge for educationists today. "How do you teach and prepare people for jobs that will only be created 20 years down the road?"

PRIDE IN LOCAL EDUCATION

Taufik proudly describes himself as a product of the Malaysian education system. He completed his secondary studies in a local boarding school and was offered a scholarship to read law in the UK.

However, he waived that privilege in favour of pursuing accountancy locally at the International Islamic University. For good measure, he followed up with a master's degree in economics from the same university.

"I have the distinction of studying at both the old campus and the new one in Gombak," he quips.

He lauds the current education system for its exacting content but suggests a more holistic approach to delivery that is creative and application-based, not merely driven by academic results.

"We should not spoon-feed students because that produces people heavy on data but light on life and thinking skills," he says.

Today's leaders should learn to trust the younger generation, who are driven by different aspirations and realities. The way forward is to allow them to create their own experiences, make mistakes and learn from their own foul-ups.

"Mistakes are good," he says. "Our job is not to prevent mistakes by the younger generation, but to create a safe zone in which they can happen, without causing the (business) millions of dollars!"

Taufik highlights his experience at the central business reporting team with Shell, when he was based in The Hague, Netherlands for three years, as an example of this.

Under the team's "buddy system", each new joiner was assigned a "buddy", who would not only help him with finding his way around the company, but to also thoroughly scrutinise all his work output before it goes to the supervisor for approval. There was no room for error, whether pressured by deadline or work commitments.

"Nothing I did could get through to the boss without being vetted by my buddy. And in turn, I acted as a buddy to someone else in the team, so it really created a strong culture of teamwork and collaboration," he recalls.

GETTING TO THE TOP

The formative career stage for Taufik is an experience that he has shared with his younger colleagues through the various corporations he has worked in, from oil and gas to telecommunications, infrastructure, and now banking.

"There are three things the younger generation need to get to the top in whatever it is they decide to do: Creativity, Mastery and Agility," he says. And this is especially true in the digital economy.

Mastery is simply about being nothing less than the best. "If you are an accountant, you have to be a really good accountant.

"If you're an entrepreneur, you must research and know the business you're going into very well. You can't do a surface job (nor) be mediocre."

He referred to business guru Alvin Toffler for the best interpretation of Agility. "One of the most paramount skills we must have is the ability to learn, unlearn and re-learn. Half of what we learn in the

"Our job is **not to prevent mistakes** by the younger generation, but to **create a safe zone** in which they can happen.

Taufik Albar is eager to deal with fintech and the changes that come with it.

> We are **judged** on the **deliverables**, not our hours. More **Malaysian companies** are moving in that direction.

university could go out the window because real life is very different.

"A few years down the road, our job evolves or we move to a different organisation, and more things go out the window!"

The ability to reinvent our skills will be a prized asset to help us thrive in the next wave of civilisation.

Taufik describes Creativity as the ability and imagination of the human mind to find solutions out of sheer necessity even in the most extreme situation. This will be the human advantage over artificial intelligence in the coming war for jobs, he says.

Machines only "think" in terms of probabilities and possibilities. Humans tend to think in terms of "what needs to be done", he says.

"Despite the rise of machines, all these traits – and a lot of hard work – can (help to) overcome insurmountable challenges." In other words, some things will never change despite the paradigm shift in the industrial landscape.

CUSTOMERS COME FIRST

"We often try to speculate what customers might want in the future and prepare for the things we think might change. But as Amazon's founder Jeff Bezos suggests, it is equally important to focus on the things we know will not change."

For example, good customer service and high product quality will remain important whatever the landscape of the future may be. "We need to plan for the unknowns, but it also makes sense to put in time, money and effort into dealing with things that we know will remain important to our customers over the long term.

"The technology of product delivery may change, but when I buy a suit, for example, the fit and the way it is made will always remain important. Meeting customers' needs in a manner that delights them will always be paramount to a business."

In an ever-connected world, the leaders of tomorrow will need to be "citizens of the world" to respond rapidly to events around them. It is no longer about work-life balance, but work-life integration, Taufik says.

The flow of work will change, as smart devices transform the way we make use of time. He points out that employees can use smartphones for personal matters at work, while work can also be done at home and workers remain accessible to their bosses.

"We are judged on the deliverables, not our hours," he says. "More and more Malaysian companies are moving in that direction."

Career expectations clearly must be recalibrated for the brave new world of the future.

Banking has its "glamorous" side, with IPOs, investments and mergers but there is a lot of hard work with the need for new products in a competitive business and meeting ever-demanding corporate clients who want it all.

A "can-do" attitude in a challenging environment is essential. "I thrive on challenges," Taufik says. When he learnt that fintech (financial technology) may be a major threat to traditional banking, "I wanted to be there!"

He credits his parents, especially his mother, who is a British-trained statistician, for his love of books and thirst for knowledge. "She used to have to force me to read, but now I can't stop!" Taufik's own advice to young students is not to be narrowly focused on material achievement but also to love what they do and focus on making a difference to life.

"Find your life's purpose, and it's fine if that changes over time."

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A REWARDING CAREER
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Letting the individual BLOOM

Penelope Gan explains how AmBank's work culture allows individuals to thrive in a highly regulated industry.

By Sharmila Valli Narayanan

IF the current Gen Y thinks that the job market is hard to crack, employers are also working extra hard to hang on to their Gen Y and Z employees, who have no qualms about leaving if they are unhappy personally and professionally.

Penelope (Penny) Gan, the Deputy Group Chief Human Resource Officer of AmBank, explains the biggest challenge facing the banking industry in reaching out to Gen Y: "To captivate their minds and hearts, one individual at a time.

"Then, there is the challenge of keeping them excited and inspired to work within the boundaries of a well-established corporate infrastructure and industry expectations that more often than not prioritise governance and compliance, as we are operating in a highly regulated industry."

That about sums up the challenge the bank faces in retaining the present generation of workers.

As work-life balance is of great concern to this generation, how is AmBank incorporating this element into its corporate culture to attract and retain Gen Y?

"The issues are less about work-life balance, but more about work-life integration. It's understanding them and then, casting individuals into areas, roles, functions and projects in which they are passionate about and where their innate talent and abilities will flourish, shine and produce exponential outcomes," says Penny.

She continues, "Assigned and supported with the right opportunity and avenue, the feeling of drudgery and toil will dissipate and be replaced with purpose, empowerment and belonging."

These are the factors that attract Gen Y workers to an organisation and more importantly, keep them there.

WORK CULTURE THAT ENCOURAGES EXCELLENCE

The work culture at AmBank is designed to bring out the best in its people.

Penny elaborates on this: "AmBank's high-performance culture that is balanced with good governance and compliance is cultivated by respecting and supporting each individual to remain unique in imparting his or her skills and knowledge, and in sharing the experience and outlook."

> "**AmBank** is an organisation where people **initiatives** are designed **not in isolation**, but based on **feedback** and **exchanges**.

MOTIVATING PEOPLE, WINNING LOYALTY

Some of the biggest challenges facing organisations today are on motivating and inspiring loyalty among their workforce. AmBank has approached this challenge by adopting the idea of inclusiveness.

"AmBank is an organisation where people initiatives are designed not in isolation, but based on feedback and exchanges received via various channels made available to all levels of employees," she says.

"Our internal 'Speak Up' channel, for example, allows anonymity to encourage employees to share candid views and suggestions.

"The initiatives, implemented at the macro and micro levels, adopt the extremes of high touch one-on-one sessions to self-service technology, to cater for different generational and individual needs and touch-point preferences.

"This, in turn, ensures that the value we derive as individuals maximises the collective efforts and resources gone into developing any programme."

Penelope Gan (centre) says young people should explore other horizons and be exceptional in their career

> Be **charitable** with your **time, knowledge** and be a **good listener**.

It is also to ensure that everyone has an overall sense of ownership of what AmBank stands for and that staff are part of the solution and the future.

Penny understands the restlessness of the present generation of workers, especially in an industry that is highly conformist in its dressing and regulated because she herself was once a fresh grad seeking to make a mark at the workplace. She described herself then as a "non-conformist restless individual".

MAKING A MARK

She made her mark and got herself noticed by volunteering. "I always volunteered to do more work!" Penny says, proving the adage that hard work does not kill anybody.

"I volunteered to participate in projects, particularly social-enterprise projects, as I found this to be a good platform that encourages innovation, cultivates creativity and hones entrepreneurship."

Soft skills are equally important as hard skills to succeed in the workplace. Often soft skills are learned not via books, but by dealing with people.

Her voluntary work in corporate social responsibility (CSR) projects ensured that she was exposed to situations that sharpened her soft skills and enhanced her EQ.

"These traits proved to be more valuable than any technical depth… helping me to shape meaningful initiatives in my job to support and partner the business in achieving strategic organisational goals," she says.

The CSR projects also exposed and allowed her to work with people from different socio-economic, ethnic and religious backgrounds in some of the remotest and underdeveloped places in the world.

These gave her "an appreciation and understanding of the world, its inhabitants, the importance of faith in humanity and the strength of the human spirit in adversity", which she later transferred to her work.

The involvement in her company's outreach programmes helped to shape her philosophy on life and work. Her advice to the newly employed is this: "Give more than you receive. Help others."

She adds: "Be charitable with your time, knowledge and be a good listener because you will learn more about a person and the organisation when you listen more often. It does not cost you anything to be kind and considerate to others because how you treat others is how you will be treated one day when you need assistance."

Her advice to the 20-somethings about to enter a challenging job market is to be exceptional in whatever chosen field they enter.

"You'll get noticed and be in demand, if you are exceptional at what you do. And the only way to be exceptional is to do what you naturally do best."

Build your personal brand

To stand out in the competitive working world today, young adults need to build their personal brand.

"They must be ready to market themselves, as building deep skills and acquiring knowledge is no longer enough," explains Penelope (Penny) Gan.

Everybody is coming out with degrees in relevant fields and in this digital age, acquiring additional information is just a Google search away. In other words, every job-seeker has the academic skills.

It goes without saying that they are expected to work hard. They will also need to exercise patience to persevere in their pursuit of getting to where they want to be.

"Where you stand out in your organisation is in your ability to make a difference," says Penny. For this to happen, young adults "must be able to put forth their competitive advantage in a compelling and captivating manner."

She emphasises the importance of volunteering for work, especially if it falls outside one's job scope.

Not only will this force one to learn new skills and familiarise with a completely different area, it will enlarge one's networking circle, allowing contact with people from different departments.

LEARN & GROW WITH THE Nestlé MANAGEMENT TRAINEE PROGRAMME

Take the First Step in Your Journey to Leadership

DISCOVER THE NESTLÉ MANAGEMENT TRAINEE PROGRAMME

The Nestlé Management Trainee Programme is a structured and comprehensive programme that provides potential young graduates experience in different functions at an early stage of their careers. The programme is tailor-made to mould young graduates into high calibre talents and serves as a platform for high performing talents to express their own ideas and opinions to the business.

GROWING YOUR CAREER THROUGH CONTINUOUS LEARNING

Take ownership of your selected function and be exposed to a variety of jobs that are at the core of each function.

PHASE 1
2-years

PHASE 2
Job Placement
(within the function selected in Phase 1)

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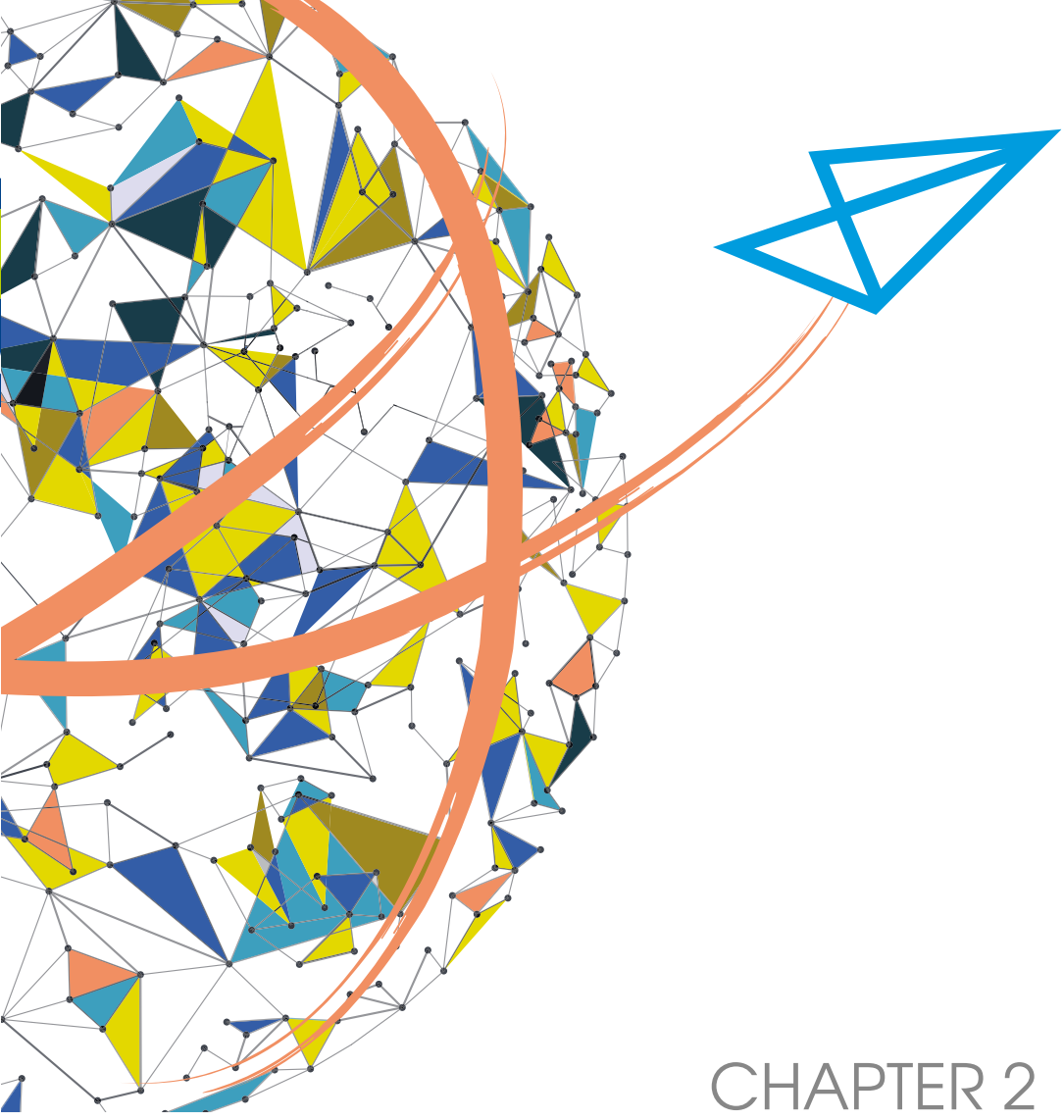
1. Go to www.nestle.com.my/careers
2. Select the "Graduates" section
3. Select the "Management Trainee" section
4. Check the requirements on the page and click on the link to apply online

Open for application March 2017



CHAPTER 2

GRADUATE PROGRAMMES

Looking for a programme to jump start your career? Learn more about what's out there to see if you have what it takes!

ALLIANCE

Management Trainee Programme

gradmalaysia 2016 MALAYSIA'S 100 leading graduate EMPLOYERS

You See Potential, So Do We!

Alliance Bank Management Trainee Programme offers you the ideal platform to build a solid foundation in your banking career by accelerating your performance and personal development.

Through this specially tailored **12-month structured programme**, you can expect **interesting job rotations, functional development, personally focused mentorship** and the prospect to greatly **expand your connections.**

Have YOU got what it takes?
- Bachelor's or Master's Degree (Second Class Upper/CGPA 3.0 & above)
- Less than 3 years working experience
- Results and customer service oriented
- Resilient and enjoy working in thriving environments
- Possess excellent communication skills

Email your CV to us at **abmt@alliancefg.com**
For more information, log on to **https://www.alliancebank.com.my/CareerCentre**

HR Asia Recruitment Awards 2016
"Best Graduate Recruitment Programme"
Bronze Winner

HR Excellence Award 2016
"Excellence in Graduate & Development"
Silver Winner

RBI Asia Trailblazer Awards 2016
"Best Graduate Employment Scheme – Retail Banking"
Winner

Graduate Recruitment Awards 2016
"Best Management Trainee/Graduate Programme"
Finalist

ABF Retail Banking Awards 2016
"Graduate Employment Programme of the Year – Malaysia"
Winner

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THE ASTRO MANAGEMENT ASSOCIATE PROGRAMME (ASTROMAP)

Presenting AstroMAP, a 24-month programme where you'll be placed in multiple roles spanning Astro's key areas of business: Pay-TV, Film & Entertainment, Radio, Digital Publications and Digital Media. You'll get exciting job rotations, networking sessions with industry high-flyers, exposure to project management and a personal mentor. All to propel your career to heights you've never thought possible, grooming you to be a leader in Malaysia's No. 1 media and broadcasting group.

THE FOLLOWING DESCRIBES YOU?

Submit your application via www.astro.com.my/careers

- Final year student/recent graduate with less than 1 year's working experience
- Academic merit (minimum CGPA of 3.2 or its equivalent)
- Active contributor in extracurricular/community activities
- Possesses integrity of character, respect for others, potential for leadership, the will to succeed and the desire to go beyond expectations

GRADUAN BRAND AWARDS 2014 — Overall Ranked #13

GRADUAN BRAND AWARDS 2014 — Industry: Arts and Media Ranked #1

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Beyond Work

Accelerate your career with a cross-functional, multi-dimensional, regional working experience.

The Axiata Graduate Programme aims to develop and nurture young talents combining on-the-job experience with an intensive development curriculum including opportunities to be exposed in diverse divisions across Axiata Group of companies. It encompasses of up to three different rotations that are tailored individually providing key learnings that will be beneficial for them to learn what it takes to be successful in an organization.

www.axiata.com

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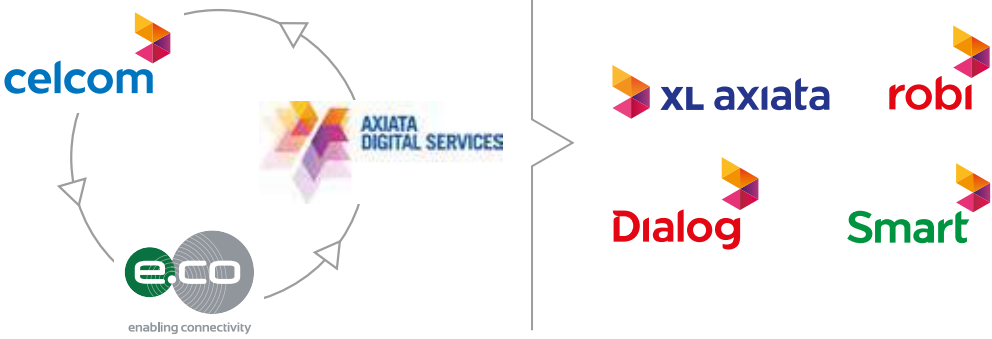
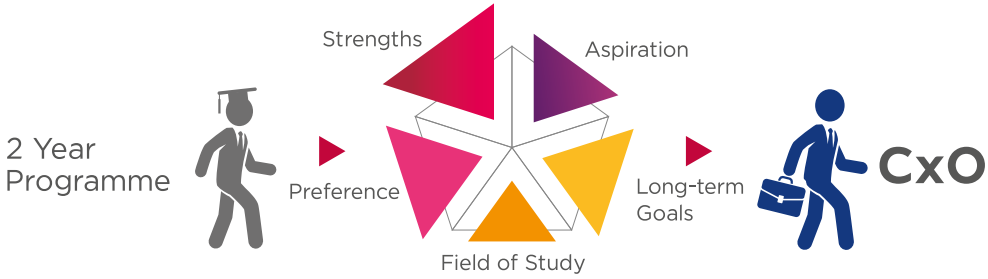
Programme Rotations





The rotations are decided taking into consideration five elements which are the incumbent's aspirations, preferences, strengths, field of study and long-term goals. At the end of the 2 years, the Graduate Trainees would have gone through the mills of the fuller telecommunications landscape; from a core business, tower company and digital company as well as regional exposure outside of Malaysia. Upon completion, high performers will be placed into the company's Accelerated Development Programme.

Qualifying Criteria

Malaysian University graduates who possess good academic qualification with leadership role in extra-curricular activities.

- Degree holder with Minimum CGPA of 3.3 or Second Class Upper (or equivalent)
- Active in Extra Curricular Activities
- Malaysian Fresh Graduates from local or overseas university
- Existing employees with less than 1 year of service
- Age below 26 years

Selection Process

Pre Screening ▸ Screening Interview ▸ Online Assessment ▸ Assessment Centre ▸ Final Interview

For more information contact us at agp@axiata.com

"I got to work at our offices in Cambodia and Vietnam. Myanmar is next."

Career Opportunities at BDO

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There are many world-class professional services firms. Far fewer that offers culture so rich in professional opportunity, personal fulfilment and long-term growth. At BDO, we understand that exceptional service to our clients begins - and ends - with exceptional regard for our people. Because at its core, our business is not about numbers or spreadsheets, ringgit or sen but about people working with, for, and in service of others.

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BDO (AF 0206) Chartered Accountants, a Malaysian Partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. BDO is the brand name for the BDO network and for each of the BDO Member Firms.

BDO

BRITISH AMERICAN TOBACCO MALAYSIA

British American Tobacco Malaysia was formed from the merger of Rothmans of Pall Mall (Malaysia) Berhad and Malaysian Tobacco Company Berhad on 3 November 1999.

Today, British American Tobacco Malaysia is the clear market leader and ranks amongst the top 25 companies on Bursa Malaysia Securities Berhad in terms of market capitalisation. Our portfolio includes well-established international names such as DUNHILL, PETER STUYVESANT, KENT and PALL MALL.

With a combined history of over 100 years in Malaysia dating back to 1912, BAT Malaysia's wealth of expertise employed in all aspects of our business has positioned us to meet the challenges of the future.

In the spirit of continuous improvement and innovation, we are currently embarking on an exciting transformation towards an agile and dynamic commercial-centric organisation. We take pride in our ability to foster a truly diverse and resilient organisational culture in BAT Malaysia, that embraces change in all our endeavours.

This is a Journey of Discovery and an exceptional time to be part of a winning organisation.

BRING YOUR DIFFERENCE

bat-careers.com

WHAT ARE YOU MADE OF?

PASSION. COURAGE. INFLUENCE.
THESE ARE JUST A FEW QUALITIES OF A GREAT LEADER.

GLOBAL GRADUATE PROGRAMME

Bring your difference, and take charge of your tomorrow, today

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HOW DOES THE GLOBAL GRADUATE PROGRAMME WORK?

You will relish the challenge of doing a real job from Day One. Make the most of our world-class training, and enjoy unprecedented international exposure. Immerse yourself in stretch projects that will challenge and excite you during your structured rotations.

BAT Malaysia currently offers the Global Graduate Programme in the following functions:

Marketing

- Trade Marketing & Distribution
- Strategic Planning & Insights
- Brand Marketing

Finance

- Corporate Finance
- Commercial Finance

Human Resources

- Talent
- HR Business Partnering

KEY REQUIREMENTS:

1. Malaysian citizen
2. Graduated within the last 3 years
3. A recognised Bachelor's Degree in any discipline, for Marketing and Human Resources
4. A recognised Bachelor's Degree in Finance/Accounting/Commerce for Finance
5. Excellent academic track record, with a minimum second-upper and/or CGPA 3.2 and above
6. Demonstrated strong leadership capabilities via extra-curricular activities

FREQUENTLY ASKED QUESTIONS

BRITISH AMERICAN TOBACCO MALAYSIA

What is the recruitment process like?

We conduct a rigorous recruitment process to ensure we hire talents that will succeed and who will proactively leverage off available opportunities to develop.

Each candidate will undergo a series of evaluations which will include:

- Culture-match questionnaire
- Cognitive assessments
- Telephone screening
- Leadership preference questionnaire
- Face-to-face interviews
- Assessment centre

What constitutes the ideal Global Graduate candidate for BAT Malaysia?

BAT Malaysia is constantly on the hunt for resilient, intelligent and ambitious graduates to join us and propel our brand to greater heights – if you possess these qualities, we think you will be the right fit for our Global Graduate Programme.

What makes BAT Malaysia's Global Graduate Programme so unique?

The Global Graduate Programme leverages on the strengths and successes of our previous Management Trainee Programme. We are proud to say that many of our senior leaders such as our current HR Director and Marketing Director, as well as various Heads of Department are alumni of our MT Programme. With the new Global Graduate Programme, we aim to further build our talent pipeline within a shorter period of time. Robust and challenging, this programme is enhanced from the MT Programme to be more intensive but also more rewarding.

How is the Global Graduate Programme structured?

In BAT Malaysia, we strive to provide a holistic and practical learning experience for our graduates. The learning opportunities that we offer via our Global Graduate Programme is structured around our Agile Learning Model, as shown below:

70% Learning through Experience

- Increased decision making/problem solving in current role
- Cross functional introductions, field/customer visits
- Interactions with the senior management team i.e. meetings and presentations
- Work with internal subject matter experts and consultants

20% Learning through Others

- Coaching and mentoring
- Communities of practice
- Learning through teams and networks
- Assessments and feedback

10% Formal Training

- E-Learning
- Conference
- Classroom training

GLOBAL GRADUATE PROGRAMME: A YEAR AT A GLANCE

Marketing Field Attachment
Gain an appreciation of our business through our marketing field attachment

Coaching and Mentoring
Build strong connections and gain support from the senior management team in the organisation

Function-Specific Rotations
Manage and participate in meaningful projects

World Class Training
Hone your leadership skills, product knowledge and functional competencies through our training resources: participate in our BAT Academy and utilise our top-notch training opportunities

International Projects
Obtain global visibility through project collaborations available within the vast BAT Group

Empowered to grow

DKSH

Junior Executive Trainee - Business Unit Consumer Goods or Technology

Candidates will experience one year of cross-functional sales, marketing, supply chain, service engineering, service solutions, product marketing and management training as well as divisional placements across Business Unit Consumer Goods and Technology.

The program accepts candidates with less than one year working experience from any discipline including the following fields:

- Business Administration
- Commerce, Finance, Accountancy and Banking
- Logistic and Supply Chain Management
- Mass Communications
- Chemistry
- Chemical Engineering
- Mechanical Engineering
- Electronics
- Science
- Biotechnology
- Any Engineering or Science-related degree

Interested to apply?
Visit www.dksh.com.my/careers or email sophie.malik@dksh.com
Only shortlisted candidates will be notified.

Management Associate - IT (based in Bukit Jalil)

Candidates will experience six months traineeship in the areas of system monitoring, job processing, troubleshooting, analyzing of Business Intelligence reporting issues, user support, functional testing, etc. There will be an opportunity for permanent placement if the incumbent meets or exceeds on-the-job training requirements.

The program accepts candidates with less than one year working experience from the following fields:

- Computer Science
- Information Technology
- Engineering (Computer/Telecommunication)
- Other related Degree

Job Requirements
- Degree with minimum CGPA 3.0 and above or its equivalent
- Proficient in MS Office - Excel/Powerpoint applications
- Excellent written and verbal communication skills
- Experience in project management and good presentation skills would be an added advantage
- Fluent in verbal and written English

Think Asia. Think DKSH.

ONE OPPORTUNITY. TWO EXPERIENCES.

CIMB fusion

Work with a leading ASEAN universal bank and another world-class employer in a different industry

Work with diverse top talents from different disciplines, cultural backgrounds and countries

Have the flexibility to pick your employer of choice to grow your career

Build your network across two industries

Be part of an organisation that has won numerous accolades: Excellence in Graduate Development, HR Excellence Award 2015; Gold Award, Employer of Choice category, MIHRM Awards, 2015

Embark on an enriching learning and development journey - classroom training, on-the-job training, career guidance, coaching, regional rotation opportunity

BE A MASTER OF TWO INDUSTRIES

THRIVE ON DIVERSITY BEYOND BANKING

In general, you need to have:

- Strong academic results, a minimum CGPA of 3.0 or Second Class Upper or High Credit (65%). Additional criteria by partners apply
- Positive attitude and a strong desire to learn
- Active in extracurricular activities
- Good written and verbal communication skills in English
- Able to work well both independently and in a team

Our application process

1. Application to either CIMB or partner
2. Assessments by CIMB and partner
3. Interviews by CIMB and partner

Join us!

graduate.careers@cimb.com
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or apply to our partners!

TeamCIMB **CIMB** **CIMBMalaysia**

CIMB fusion

ONE OPPORTUNITY. TWO EXPERIENCES.

BEGIN WITH YOUR INDUSTRY OF CHOICE

- CONSULTING — accenture
- ACCOUNTING — pwc
- TEACHING / LEADERSHIP — Teach For Malaysia
- IT — Hewlett Packard Enterprise
- LAW — ZICOlaw

GET THE RIGHT FUNDAMENTALS FROM THE BEST IN THE INDUSTRY

CIMB-Accenture
Learn management or technology consultancy in Accenture in your first year. Train and rotate through CIMB in year two.

CIMB-PwC
Spend the first two and fourth year learning about audit and assurance in PwC. Train and rotate through CIMB in year three. Pursue ACCA/ICAEW from year one to four.

CIMB-Teach For Malaysia
Teach at a high-need school for two years whilst pursuing a Post Graduate Diploma in Education. Train and rotate through CIMB in year three.

CIMB-HPE
Sharpen your IT skills at HPE in your first year. Train and rotate through CIMB in year two.

CIMB-ZICOlaw
Build your foundation in law at ZICOlaw in your first two years. Train and rotate through CIMB in year three.

FREEDOM AND FLEXIBILITY TO CHOOSE YOUR EMPLOYER AT THE END OF THE PROGRAMME

YOU DECIDE

CIMB

Real banking experiences

Training by professionals

Exposure via rotation across business units

Opportunity for rotation in other countries

Networking

Guidance and coaching

CIMB Group is the second largest financial services provider in Malaysia and one of ASEAN's leading universal banks.

More than 39,000 employees across 16 countries.

DISCOVER UNIVERSAL BANKING WITH CIMB

Please visit www.cimb.com/en/careers
For information on CIMB fusion or other employment opportunities and programmes available for graduates.

LEADING THE WAY

FOR FRESH GRADUATES/ DEGREE HOLDERS, WHICH PROGRAM IS RIGHT FOR YOU?

MARKETING/COMMERCIAL

Commercial Leadership Program (CLP)

Develop sales skills that are integral to all GE businesses

ENGINEERING

Graduate Engineering Technical Program (GETP)

Develop technical and business acumen as your foundation to contribute innovation to GE's future

COMPUTER SCIENCE

Digital Technology Leadership Program (DTLP)

Utilise your IT background to power GE's strategic business initiatives, and make your mark on improving products and services

FINANCE

Financial Management Program (FMP)

Coursework, intensive job assignments and interactive seminars are designed to equip you with exceptional technical, financial and business skills

GENERAL CRITERIA

*more/specific requirements may apply to some programs

- Bachelor's degree
- Minimum 3.0 GPA/equivalent
- Prior internship/ equivalent work experience
- Strong communication, interpersonal and leadership skills
- Geographic mobility

INTERNSHIP

GE offers internship programs as an opportunity for university students to enhance classroom learning through practical career-related work experience. An internship at GE enables university students to interact with innovators in the respective field, benefit from leaders who will develop their potential with hands-on experience, and help shed light on their career options. The vast majority of graduate hires into GE's leadership development programs were interns with GE first.

GENERAL CRITERIA

- Pursuing degree, 2nd year and above
- Minimum 3.0 GPA/ 70% Degree Course Average/equivalent
- Strong communication, interpersonal and leadership skills
- Geographic mobility

FOR MASTER'S AND MBA HOLDERS

ECLP (Experienced Commercial Leadership Program)

Be a Sales & Marketing leader through this eight-month rotational assignment programme that includes an in-residence global training stint for seven weeks.

Find out more at ge.com/eclp

4 ADVANTAGES OF GE'S GRADUATE PROGRAMMES

1. GAIN HANDS-ON EXPERIENCE
2. WORK ON CHALLENGING PROJECTS
3. NETWORK WITH TOP INDUSTRY LEADERS
4. LEARN FROM SOME OF THE BRIGHTEST MINDS IN THE BUSINESS

INTERESTED?

1. GO TO www.ge.com/careers
2. SEARCH FOR PROGRAM & COUNTRY
3. DROP CV

INTERNSHIPS AVAILABLE!

CHECK GE.COM/CAREERS FOR OPENINGS

MICHAEL CHONG YING HEAN
Graduate Engineering Training Program (GETP)

The trainings which GE provided me are exceptionally essential to hone one's leadership qualities in terms of management, technical understanding, and creative problem solving. It's indeed a fast-paced organization which I believe will continue to expand and I am proud to be a part of it.

HOW HAS THIS PROGRAMME SHAPED YOU?

Michael: It has built my self-confidence and critical thinking skills especially during times when leaders required my opinions and reporting during business meetings.

Yvonne : Joining GE, one of the memorable phrases that I've received was 'We will throw you into the water and see if you sink or swim". As harsh as it sounds, it is one of the best thing I've ever heard. This phrase stuck with me ever since and it is what kept me motivated to work hard, persevere and shaped me into what I am today.

Amiro : GETP has shaped me into a well-prepared Field Service Engineer. This program gave me lots of opportunity to learn especially technical skills, soft skills and leadership skills. Now I am ready and confident to be billable to customer because GETP has fed me with all the tools and knowledge to face the customers at site.

What are the benefits of undergoing this programme?

Yvonne : The biggest perks of being a GETP are the trainings and international exposure. GE has one of the most comprehensive learning database called GE Learning providing all types of information readily available. Aside from that, you are always exposed to specialists and experts on site who are willing to share and cultivate young talents.

Amiro : This program offers you plenty of chances to learn and develop skills –both technical and soft skills. These trainings helped me to develop myself as these skills are required for developing and maintaining strong interpersonal relationships with customer representatives

One of my life goals is to be a role model to influence and encourage more young girls to pursue the path of an Engineer. GE adapts a strong culture of gender equality and it has provided me with a great platform for me to work closer towards my goal.

YVONNE SIM
Graduate Engineering Training Program (GETP)

WHAT WAS THE MOST INTERESTING PROJECT YOU WORKED ON?

Michael: The most interesting project I've worked on so far was assisting the CPM (Contract Performance Manager) throughout the whole Major Inspection (MI, overhaul) for gas turbines in a Sabah power site, for which the whole team received the Q4 2015 Quality Award.

Yvonne : All the projects that I've worked on are never the same. The challenges and issues encountered are always something new. This is essentially the dynamic of this job, every assignment is different, every issue is a new lesson leant, and every project is interesting in its own way.

WHAT WAS THE TOUGHEST CHALLENGE YOU HAD TO OVERCOME?

Michael: The toughest period for me was during the end of my first and second rotation. The responsibilities of my role at that time were equivalent to an Outage Manager's position which I found very interesting. Apart from that, I get to be commercially involved as I worked closely with the Customer Fulfillment Manager (CFM) to handle customer's needs and internal sales team discussions. Despite all the challenges, I received a reward for carrying out customer excellence in services by resolving their technical issues.

Amiro : The toughest challenge that I had to overcome is to adapt to other countries' work culture. I was lucky to get the opportunity to work in various countries such as Malaysia, Brunei, Korea and Australia. The standard of work culture is different across and I had to adapt quickly to cope with their way of work.

WHAT WAS THE BEST ADVICE YOU RECEIVED FROM YOUR MENTOR/SENIORS IN GE?

Michael: "Trust may come with age, but result proves beyond."

Yvonne : "'We will throw you into the water and see if you sink or swim".

Amiro : "Always remember to stay be humble and never stop learning."

AMIRO BIN ABD AZIZ
Graduate Engineering Training Program (GETP) alumni – currently Field Service Engineer for GE O&G

If I were to describe GETP in one word, it would be "Opportunity". During the 2 years in the program, I gained not only technical skills but also leadership skills, but got the chance to travel to other countries frequently which allowed me to meet other GE people from different countries and to learn from them.

Find out more about GE in the main book and about the Financial Management Program in the Finance book!

In CLP, I got to learn different aspects of the Oil & Gas business both technically & commercially. GE is probably one of the few companies that allow the young generation to make significant impact by providing them world-class trainings & opportunities to make them a leader.

PRAVIN NAIR
Commercial Leadership Program (CLP) alumni - currently Lead Proposals Specialist for GE O&G

HOW HAS THIS PROGRAMME SHAPED YOU?

It definitely made me a more global person, trained me to think out of the box and improved my leadership qualities further.

WHAT ARE THE BENEFITS OF UNDERGOING THIS PROGRAMME?

The benefits are you get to lead special projects and execute them, build network all over the globe, coaching/mentoring by top leadership and access to GE's own leadership courses.

WHAT WAS THE MOST INTERESTING PROJECT YOU WORKED ON?

CLP Ambassador Project in Africa back in 2014. We were tasked to conduct a market study and to come up with value proposition/business case/strategy on how we can market our newly introduced Diesel Generator for Sub-Saharan Africa market.

WHAT WAS THE TOUGHEST CHALLENGE YOU HAD TO OVERCOME?

Working through a new initiative that changed our business model from cost plus basis, to market driven pricing. This was done to a company that was acquired by GE recently, and changing the business model completely was a very challenging task. We eventually succeeded and was awarded a Global Award for Commercial Impact.

WHAT WAS THE BEST ADVICE YOU RECEIVED FROM YOUR MENTOR/SENIORS IN GE?

Always walk with a positive mindset, and get ready to roll off your sleeves! In GE, networking is a very important element. Get to know your peers, and very soon you will feel very much at home.

HOW HAS THIS PROGRAMME SHAPED YOU?

The intensity of the programme has opened my mind to view things differently. GE is constantly changing and moving. I've learned to be flexible and adapt to changes quickly while most importantly, still embracing myself.

WHAT ARE THE BENEFITS OF UNDERGOING THIS PROGRAMME?

This programme is a good stepping stone for a long career in GE. It provides good foundation and recognition. The various rotations allowed me to explore different GE business and areas of finance. From this, I had the opportunity to network with the many individuals across functions.

WHAT WAS THE MOST INTERESTING PROJECT YOU WORKED ON?

I worked on a project to pull data from the system and populate immediately into preset PowerPoint slides at a click of a button, which cut down many hours of preparation. I then pitched it to and trained the senior management team.

WHAT WAS THE TOUGHEST CHALLENGE YOU HAD TO OVERCOME?

Working with different sets of people. Most people in GE are truly amazing individuals, but no one is perfect. However, it is from those experiences that I learnt a lot in terms of getting my ideas across by influencing and persuasive skills.

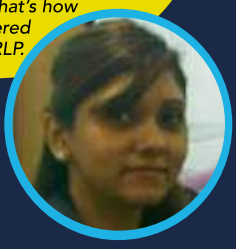
WHAT WAS THE BEST ADVICE YOU RECEIVED FROM YOUR MENTOR/SENIORS IN GE?

"It's not rocket science". Sometimes, we just make things more complicated than it is. Don't be afraid to ask, because no question is a stupid question.

My 2 years in FMP was a time of learning and growing as I'm constantly in situations outside my comfort zone. The focus GE has on FMPs is amazing as they view FMPs as a pipeline for future finance leaders as many of the current ones come from the program themselves.

CHUA PEI WEN
Financial Management Program (FMP) alumni, currently Flow Modality Finance with GE Healthcare.

When I think GE, the first thing that comes to mind is "Leadership". Having spent years at other firms I was looking for something different, something that offers me more than just a job. I wanted to experience a career, which allows me to develop holistically alongside inspiring people. And that's how I discovered GE's HRLP.



SUZANNE LOURDES
Human Resource Leadership Program (HRLP) – currently Leadership Programs Manager & Employee HRM Water Malaysia

HOW HAS THIS PROGRAMME SHAPED YOU?

It has given me exposure to various HR domains, within a short span of time and challenged my ability to do different things; things that I've never done before.

WHAT ARE THE BENEFITS OF UNDERGOING THIS PROGRAMME?

You learn fast, you can contribute towards many organization impacts and you expand your knowledge in various industries / business through an accelerated learning curve.

WHAT WAS THE MOST INTERESTING PROJECT YOU WORKED ON?

Revamp of hourly salary structure in GE Aviation Singapore for 1500 employees. This is also one of my toughest challenges I overcame, to date.

WHAT WAS THE BEST ADVICE YOU RECEIVED FROM YOUR MENTOR/ SENIORS IN GE?

As a meritocracy organization, we strive to do and deliver our best. We must endeavor to shine in whatever we do.

Find out more about GE in the main book and about the Financial Management Program in the Finance book!

iltizam
for Education
Kick-start your career with Ekuinas'
Professional Development Programme
at our Portfolio Companies.
ekuinas
EKUITI NASIONAL BERHAD

About

ekuinas
EKUITI NASIONAL BERHAD

Ekuinas is a government-linked private equity firm,

mandated to promote equitable and sustainable Bumiputera economic participation via the creation of Malaysia's next generation of leading companies.

About Ekuinas' CSR Programme

Still remaining true to its theme of Realising Potential, Ekuinas' CSR programme aims to enhance Bumiputera entrepreneurship skills through capacity building initiatives and create sustainable impact for the Malaysian public through philanthropic activities which catalyse educational improvements, enhance the lives of the poor and disadvantaged, and empower practitioners in the arts and culture field.

iltizam
for Education

ILTIZAM Professional Development Programme (PDP) is a structured programme under Ekuinas' CSR framework, which focuses on developing and nurturing local graduates to enhance their employability through placements at Ekuinas' portfolio companies.

ABOUT THE PROGRAMME

- 12-Month On-the-Job Experience
- Exposure to Business and Management Skills
- Personal Leadership Development
- English Communication & Presentation Training
- Image and Personal Branding
- Special Projects
- Financial & Business Acumen
- Team Building & Endurance Training

PROGRAMME COMPONENTS

- Classroom
- One-to-One Coaching
- Progress Review
- On-the-Job Experience

REQUIREMENTS

- Minimum 2.8 CGPA - Local IPTA graduates are highly encouraged to apply
- Business, Marketing, Finance, Management, Retail, F&B Operation, Marine Engineering
- Good Communication Skills
- Natural Leaders and Team Players

BENEFITS

- Minimum Monthly Salary of RM2500
- Medical Expenses
- Insurance Coverage
- Annual Leave

PARTICIPATING PORTFOLIO COMPANIES

Fast Moving Consumer Goods (FMCG)
- Alliance Cosmetics Group (ACG)

Food & Beverages (F&B)
- Tony Roma's Malaysia
- MFM Malaysia & Singapore
- Coolblog
- New York Steak Shack
- PrimaBaguz

Education
- Asia Pacific Education Group
- Cosmopoint Group/KLMUC
- UNITAR International University
- Tenby Schools

Oil & Gas
- Icon Offshore Berhad
- Orkim Sdn Bhd

Technology
- Tranglo Sdn Bhd

Healthcare
- MediExpress
- PMCare

HOW TO APPLY

- Please send us the following:

Updated Resume

Latest Examination Transcript

A Recent Passport Size Photograph

ILTIZAM Professional Development Programme,
Ekuiti Nasional Berhad, Level 13, Surian Tower, No.1, Jalan PJU 7/3,
Mutiara Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.

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A WORLD OF OPPORTUNITY

Hong Leong Bank Berhad (HLB) is one of the leading financial services organisations in Malaysia. With a heritage of more than 100 years, it provides comprehensive financial services covering consumer banking, business banking and trade finance, treasury, branch and transaction banking, wealth management, private banking and Islamic financial services. Its merger with EON Bank Group in 2011 has further embedded its position as a core banking franchise with an expanded distribution network of around 300 branches across the country.

With a proven track record in value creation and a highly recognised brand, HLB has also been extending its footprint in the region, with branches in Singapore, Hong Kong and wholly owned subsidiaries in Vietnam and Cambodia. In China, the Bank has a 20% shareholding in Bank of Chengdu Co., Ltd., Sichuan and a consumer finance joint venture.

HLB is a subsidiary of Hong Leong Financial Group Berhad (HLFG), the financial services arm of the Hong Leong Group. Apart from banking, HLFG is involved in the provision of insurance and takaful, as well as investment banking, unit trust, fund management and stock broking services.

Leading ASEAN Bank with Malaysian roots

Parts of the SEA's largest conglomerate, Hong Leong Group (13 companies listed on 4 Exchanges Globally)

53 Years of Heritage

3.6 Million Customers

RM180 Billion of Asset

1500 ATMs Nationwide

5 Key Markets in ASEAN (China, Hong Kong, Cambodia, Vietnam & Singapore)

300 Branches Regionally

RM1.6 Billion of Profit After Tax

Hong Leong Management Associate Programme

The Hong Leong Management Associate Programme is a 21-month programme designed to give each fresh graduate an accelerated, all access, FAST TRACK career in the bank, with an entrepreneurial startup experience.

Our Management Associate Programme is a well-structured and future-focused programme that keep you ahead of the pack. You will be placed on a dynamic track that challenges you to realise and chart your career aspirations.

Your 21-Month Journey

70% Projects

- Cross Functional Exposure
- Transition to Management

- Front, middle and back office projects sponsored by senior management that has direct business impact
- Landing Role

20% Learning Through Others

Development Opportunities

- Coaching from line manager
- Mentoring with C-Suite
- Cross-functional exposure

10% Formal Training

Learning Awareness

- On-boarding
- Fundamentals of Banking
- Products
- Leading Self
- Project Management

Who Are We Looking For:

- Masters or Bachelor's degree holder from an internationally recognised university
- Minimum CGPA 3.25 or its equivalent
- Leadership demonstrated through extra-curricular activities
- Possessed the following attributes :
  - Drive for results
  - Consistency in performance
  - Seek for win-win relationships
  - Challenges the status quo when warranted, and suggest better approaches
  - Demonstrates courage and humility
  - Take ownership and make things happen
  - Leads change and innovate, idea creation
  - Aspire to build a career in banking for the long term

Come Join Us:

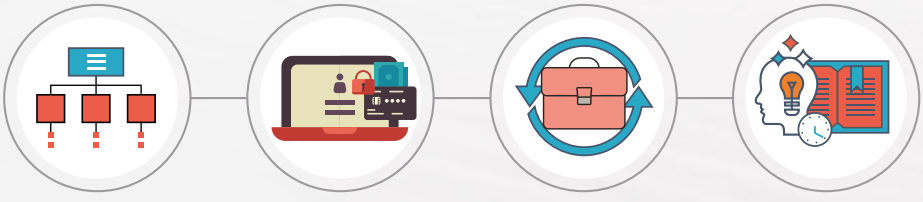
Talent@hlbb.hongleong.com.my

https://www.hlb.com.my

The Young Aspiring Leaders Programme (YALP) is designed to provide young graduates a holistic development in banking and in particular the skills in one of the most sought after area - Financial Crime Compliance.

The Young Aspiring Leaders will be provided with the right exposure in a leading international bank, learn the importance of effective management of risk / compliance and grow a career in learning how to adopt and maintain industry-leading standards across the businesses and functions.

The programme encompasses:-



Structured Learning | **Attachment with Financial Crime Compliance** | **Job Rotation within Business / Function** | **Coaching / Mentoring**

You'll achieve more when you join HSBC.
www.hsbc.com.my/careers

HSBC takes pride in a diverse and inclusive working environment that sees our people benefit from mentoring, flexible working and the support of Employee Resource Network Groups. Personal data held by the Bank relating to employment applications will be used in accordance with our Privacy Statement, which is available on our website.

Issued by HSBC Bank Malaysia Berhad.

WHO WE ARE LOOKING FOR:-

- Fresh graduates / graduates with less than 2 years work experience
- Bachelor's Degree in any discipline; with a minimum CGPA of 3.0 (OR Second Class Upper or equivalent)
- Active involvement in extra-curricular activities
- Experience in leadership roles and involvement in community services will be an added advantage
- Fluent in English; excellent communication, interpersonal and presentation skills
- Ambitious, driven and motivated to work in a fast-paced environment
- Malaysian or individual with legal right to work in Malaysia

Explore this exciting opportunity with us!
Please submit your resume via email to hsbc.yalp.mys@hsbc.com.my

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KHAZANAH NASIONAL

Building True Value™

STARTING RIGHT

Be part of the Khazanah Graduate Trainee Programmes

Khazanah Graduate Trainee Programmes (KGTPs)

At Khazanah Nasional Berhad (Khazanah), we aim to develop the nation's nextgeneration of leaders through our KGTPs. Trainees will be challenged in a dynamic,competitive and fast-paced environment and be exposed to various sectors and areas, promising you a career that is as challenging as it is rewarding.

1 Graduate Trainee Programme – Investments (GTP-I)

- 12-month programme aimed at developing well-rounded professionals specialising in investments.
- The Programme accepts fresh graduates from any discipline including the following:
  - Business, Management, Accounting and Finance
  - Statistics, Mathematics and Actuarial Science
  - Engineering (all majors in the Engineering field)
  - Computer Science

2 Graduate Trainee Programme – Strategic Management (GTP-S)

- 12-month programme tailored to develop versatile individuals in strategic and portfolio management.
- The Programme accepts fresh graduates from any discipline with a passion for problem-solving, proficiency in handling numbers and a desire to work with multiple stakeholders.

3 Graduate Trainee Programme – Economist (GTP-E)

- GTP-E seeks to develop economists to research on pertinent macroeconomic and economic development issues.
- Successful participants will be funded to complete their PhD studies. Thus, the total duration of the programme is 7 years (including 4 years of PhD studies)
- The programme accepts candidates with qualification in
  - Economics
  - Statistics
  - Political Science
  - Mathematics and
  - Actuarial
- With maximum 2 years relevant working experience (Master Degree is preferred)

4 Graduate Trainee – Certified Accountant (GT-CA)

- 3-year programme (minimum) aimed at developing a cadre of highly trained and experienced individuals who will be qualified accountants.
- The programme accepts candidates with qualification in
  - Accounting
  - Finance
  - Commerce

Who Do We Look For?

We are seeking high-calibre and self-driven candidates for our GTP-I and GT-CA Programme.

- Fresh graduates with a minimum CGPA of 3.5 / WAM score of 75% and above;
- Excellent communication skills;
- Hold leadership positions at school/ university clubs;
- Energetic high achievers and team players; and
- Highly driven and committed to contribute towards nation-building.

Ready to start your career?

- Send your resume to *http://www.khazanah.com.my/careers-scholarships*
- Only shortlisted candidates will be notified.

Our People. Their stories. ASEAN Scholarship Program

KPMG ASEAN Scholarship was launched in 2015. This program is a joint collaboration and supported by our regional KPMG member firms namely Malaysia, Singapore, Indonesia and Thailand.

Our Achievements:-

Join us:-

KPMG Malaysia
www.kpmg.com/my/careers

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Our Malaysian ASEAN scholars on their overseas internship experience

"It was overall a great exposure for me to have learnt the culture in Indonesia. It was indeed a great journey of internship with memorable experiences!"

Kei Lun in KPMG Indonesia

"Through this internship journey, not only did we get a taste of working in the financial hub of Singapore, it has been a personally fulfilling experience as we worked and lived independently away from home."

Siew Mun & Ghayathri in KPMG Singapore

"It is truly a privilege to be able to intern in a different country to learn about the culture, work life and meeting amazing people. These have definitely broaden my horizons, and for that I'm so grateful."

Seng Zhen & Bryan in KPMG Thailand

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GROW

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BRAND OF THE YEAR
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2014 - 2016

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WINNER
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gradmalaysia
2016
MALAYSIA'S 100 leading graduate EMPLOYERS

WINNER
Banking & Financial Services 2016
WINNER
Graduate Employer of the Year 2016
Malaysia's 100 Leading Graduate Employers Awards.

2014
GLOBAL HIGH PERFORMING COMPANY
A recognition by Towers Watson

WINNER
ACCA Malaysia Best Sustainability Report

Humanising Financial Services

Maybank

I have a chance to make my mark in 20 countries around the world where Maybank has a presence.

Richard Ocampo - Global Maybank Apprentice, Philippines

GO Ahead. Find out how you can start marking yours at www.maybank.com/mycareer

WINNER
ACCA Malaysia Best Sustainability Report

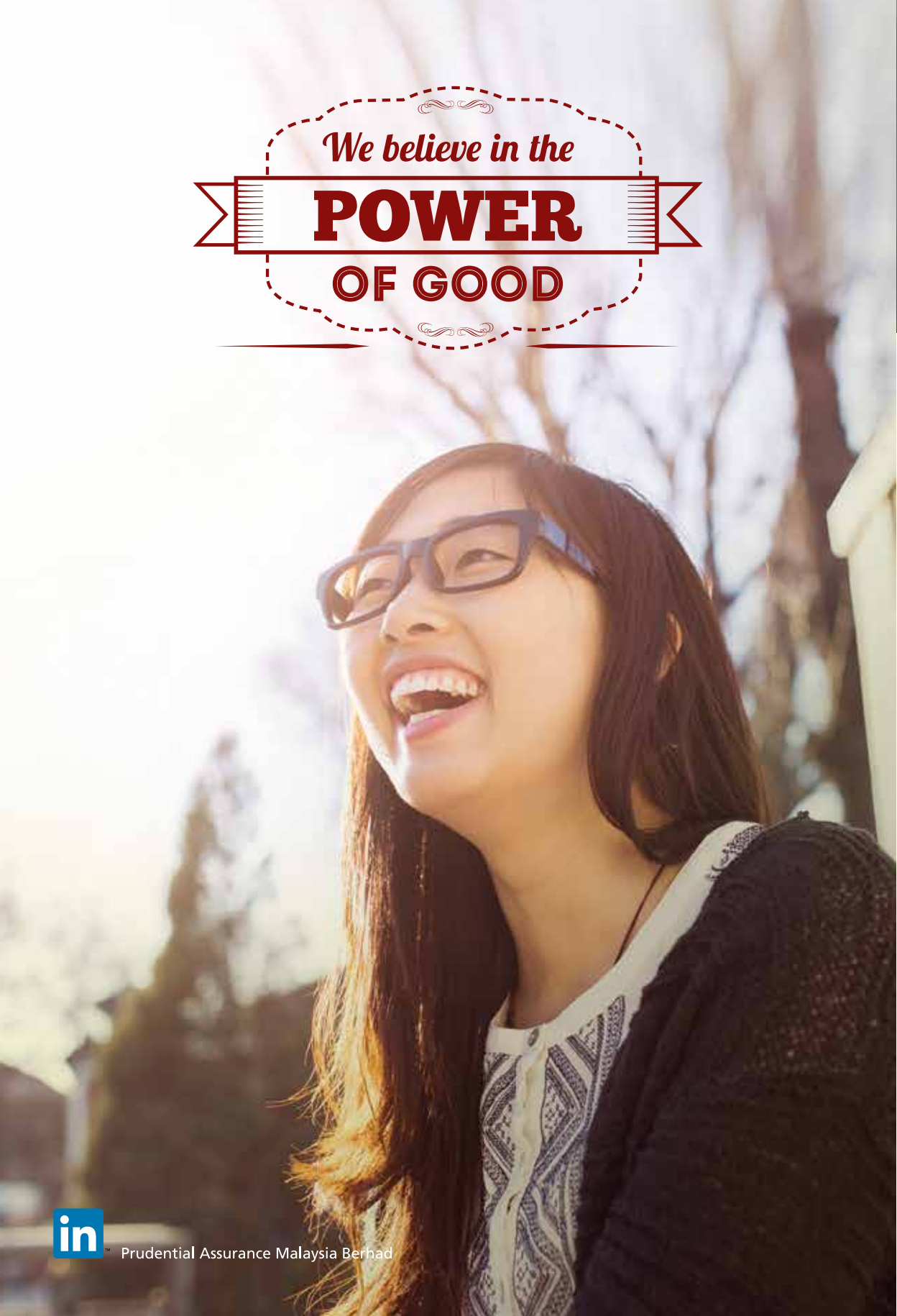
WINNER
Banking & Financial Services 2016
WINNER
Graduate Employer of the Year 2016
Malaysia's 100 Leading Graduate Employers Awards.

2014 GLOBAL HIGH PERFORMING COMPANY
A recognition by Towers Watson

WORLD BRANDING AWARDS
BRAND OF THE YEAR
CATEGORY – COUNTRY
2014 - 2016

Humanising Financial Services

Maybank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CAREER DEVELOPMENT

05 STEP-UP
- Specialised Programmes
- Continuous Learning

04 CERTIFY
- Professional Credit Certification
- Executive Banker

03 LEAD
- Team Dynamics
- Leadership Skills

02 FORTIFY
- Technical Skills
- Customer Service & Selling Skills

01 EQUIP
- Public Bank's Corporate Values
- Core Competency

WHAT CAN YOU EXPECT ?

01 Contribute from Day 1
Given real work that impacts our businesses and customers

02 Receive Training & Development
Receive technical and soft skill development training designed specifically for your area of work

03 Receive Support
Your progress will be supported and chartered throughout the programme.

04 Give Back
Given opportunities to contribute to the community through our CSR programmes

YOU CAN SPECIALISE IN ANY OF THE FOLLOWING FIELDS AND MORE:

ARE YOU ELIGIBLE?

We are looking for individuals with:

- ☑ A Bachelor's degree
- ☑ Drive, passion and perseverance to deliver the best
- ☑ Strong business acumen & analytical thinking
- ☑ Excellent interpersonal skills
- ☑ Malaysian citizenship

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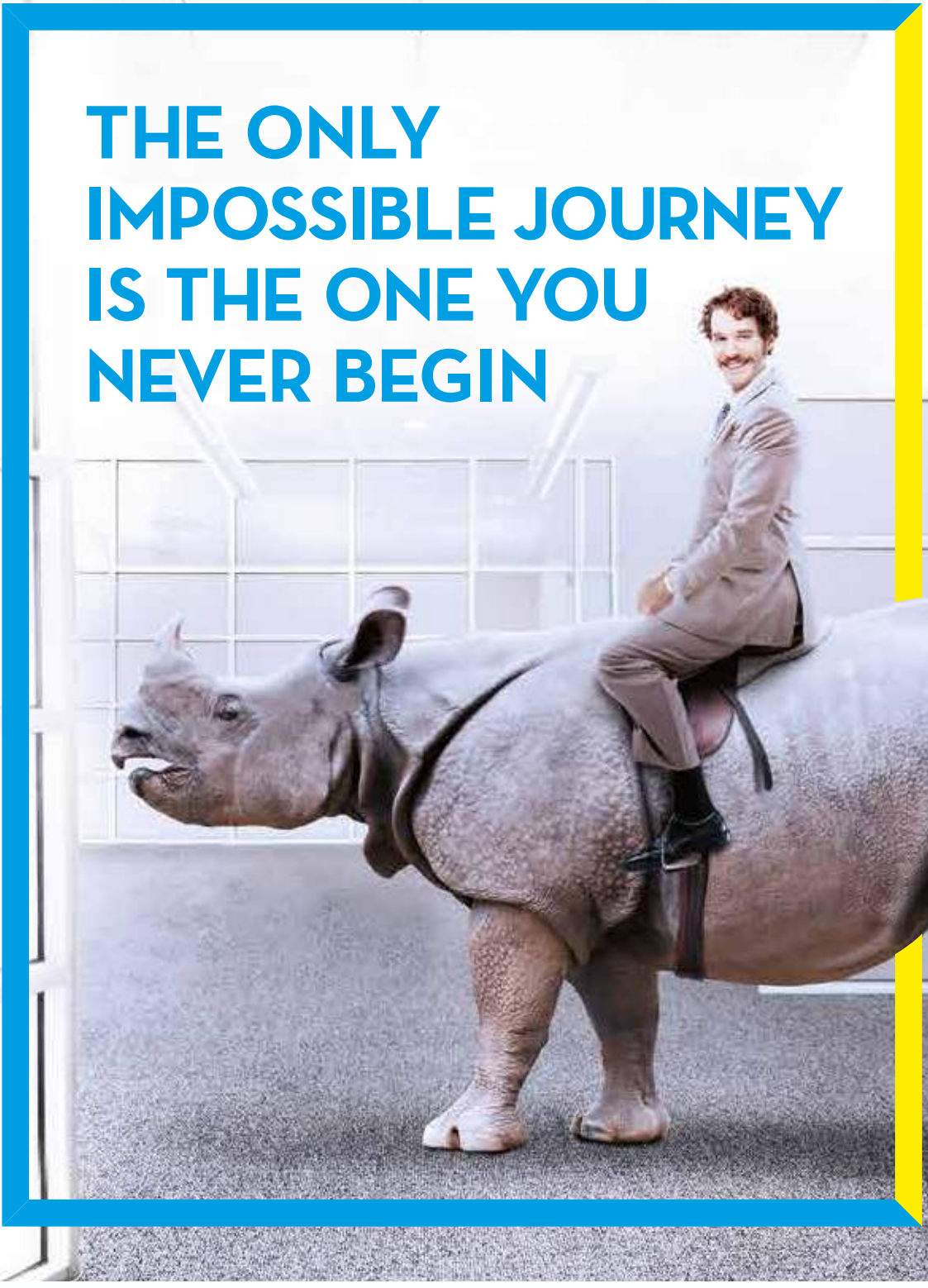
THE ONLY IMPOSSIBLE JOURNEY IS THE ONE YOU NEVER BEGIN



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"TOGETHER WE PROGRESS"

Established in 1913, RHB Banking Group is a Malaysian based organisation with core competencies in the areas of Banking and Financial Services, establishing itself as one of the largest fully integrated financial services groups in Malaysia.

The Group's core businesses are streamlined into seven business pillars, namely Group Retail Banking, Group Business & Transaction Banking, Group Wholesale Banking, Group Shariah Business, Group International Business and Singapore. Our regional presence now spans ten countries including Malaysia, Singapore, Indonesia, Thailand, Brunei, Cambodia, Myanmar, Hong Kong (with a representative office in China), Vietnam and Lao PDR.

RHB aspires to be a Leading Multinational Financial Services Group by 2020 and is committed to deliver complete solutions to our clients through differentiated segment offerings and an ecosystem that supports a simple, fast and seamless customer experience, underpinned by our cohesive and inspired workforce and relationships built with our stakeholders.

Dato' Khairussaleh Ramli
Group Managing Director

RHB aspires to be a prominent employer of choice within the region and we work hard towards making this a reality. We have in place multiple policies and initiatives, covering all aspects and touch points of an employee's lifecycle to ensure that the approaches are holistic and relevant. We partner with our employees in ensuring they experience a fulfilling and conducive work life.

The RHB Banking Group's headcount stood at 16,117 employees as at December 2015. In Human Resource, we believe in staying true to "Great Teams, Dynamic Workplace". We have put in place various initiatives and action plans that revolve around our Employee Value Proposition (EVP) which focuses on finding the right work-life balance for our employees.

The EVP highlights the five pillars that have been identified as the main areas of engagement for employees, namely:

- RHB Cares
- RHB Leads
- RHB Inspires
- RHB Progresses
- RHB Rewards

Through the EVP, RHB takes pride in providing an all-encompassing experience and we distinguish ourselves by valuing our people, encouraging an environment of "leading it right", cultivating the value of trust that extends internally and externally, fostering growth in our people and inculcating the culture of excellence.

In ensuring a common behaviour towards a high performing organisation, RHB has put in place our core values, which dictate that all RHB-ians display the qualities of Professionalism, Respect, Integrity, Dynamism and Excellence, or in short, PRIDE.

In 2015, we remained focused on continuous learning and development for our employees. To fortify our efforts of developing future leaders for the Group, we executed a new leadership development programme in collaboration with the Australian Institute of Management Western Australia (AIMWA) called the Core Leadership Development Programme. Meanwhile, the Learning Experience Action Programme (LEAP) 2, in partnership with the Center for Creative Leadership (CCL), is an intensive learning programme spread over six months. This programme is packed with pre-course work, workshops and action learning projects and was crafted for high potential talents.

We established the Healthiest Sector Recognition award in November 2015 following the launch of the 'Jom Sihat' campaign in April. These initiatives are aimed at promoting a healthier and more balanced lifestyle amongst our employees and resulted in the:

- RHB Staircase Day
- Fun Ride with GMD
- Occupational Safety and Health & Wellness Day

"Great Teams, Dynamic Workplace"

Last year, 91% of our employees attended some form of learning and development programme, concentrating on leadership, technical expertise or functional development, to which we allocated a budget of more than RM40 million. We also put into practice the revised Core and Leadership Competency Architecture, as well as crafting a comprehensive leadership assessment framework together with Development Dimensions International (DDI).

We held the inaugural RHB Employee Awards as part of our efforts to recognise budding talent and those who go the extra mile at the workplace.The awards look to recognise and reward those who have made significant contributions in the area of social responsibility, customer experience and business excellence.

We believe that communication is key to improve our customer service and to enhance productivity within the organisation. In line with this, we rolled out several initiatives including the Group Management Committee roadshows to all regions in Malaysia, the quarterly Senior Leadership Forum and town hall meetings to increase interaction and to boost engagement between the leaders and employees.

In recognising the need to care for the wellbeing of our employees, we also introduced an employee perks application called PerkSense. PerkSense offers employees access to multiple discounts and freebies from top-notch merchants as an extension of the employees total rewards system.

mtp

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CHAPTER 3

TALENT TALK

Find out what it is like to be a graduate trainee by listening to trainees talk about exciting, impactful projects they were given the opportunity to work on.

Keep calm and prioritise

After completing the Young Talent Programme (YTP) in 2015, Syazwani was posted to the Selayang branch. She credits her success at the job to her analytical and mathematical skills.

Name:
Nur Syazwani Redzuwan

Designation:
Credit Officer

Company:
Agrobank

WHAT WAS YOUR FIRST DAY AT WORK LIKE?
I was nervous at first and kept wondering if I could get along with my colleagues. But at the same time, I was happy I landed my dream job!

WHAT SKILLS HAVE YOU ACQUIRED IN THE PAST FEW MONTHS?
Multitasking and prioritisation skills: I need to be able to work on different papers at once and prioritise papers effectively as I would be assigned to different customers simultaneously, which means I must be able to prepare two-three papers a month.

Knowledge of industries: I gained a great deal of knowledge when I was assigned to work with companies operating in different industries. I did a lot of research before preparing a paper for approval.

Communication skills: I can disseminate decisions to customers and provide solutions to their problems.

DID YOUR DEGREE PREPARE YOU FOR THIS EXPERIENCE?
I graduated with a degree in agribusiness, which gave me an advantage in the agronomy and livestock industries. I learned how an agriculture business is started and managed to apply theory and management concepts from university into my daily tasks.

I also learned about the retailing and wholesaling of food, how resources are managed and what market analysis means to an industry.

WHAT IS THE BEST PART ABOUT THIS JOB?
To succeed as a credit officer, one must possess strong analytical and mathematical skills to review applications and make the right credit decisions based on the risk level.

Professionals in this role must possess excellent communication skills to interact with customers during the application process. Dealing with customer queries really improved my problem-solving and communication skills.

Learning about agriculture sector is a bonus

Robiatun's Young Talent Programme (YTP) lasted about seven months and she was exposed to the bank's many products and facilities. At the end of the YTP, she was placed in the Corporate Banking Section, Business Banking Department. Her role includes preparing credit appraisals, ensuring issuance of letters of offer and overseeing documentations.

Name:
Robiatun Noor Din

Designation:
Account Relationship Officer

Company:
Agrobank

HOW DID YOU STAND OUT AMONG THOUSANDS OF APPLICANTS?
I graduated with a major in finance, which was one of my strengths for the position. My knowledge of finance made it easier to handle the interview session. It is also important to possess good analytical skills which allows me to relate theory to the banking industry.

WHAT ARE SOME MISCONCEPTIONS OTHERS HAVE ABOUT THIS INDUSTRY?
People often see the banking industry as institutions offering loans with high interest rates to maximise profits.

Others think that the job scope of a credit officer is limited to selling and promoting bank products to the customer with a set of targets.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS?
I look forward to gaining more knowledge, improving my writing skills and analysing a company's financial position as these things will help me build a better career path in the banking industry. I am really looking forward to climbing the career ladder.

WHAT WAS THE BIGGEST LESSON YOU GOT OUT OF THIS EXPERIENCE?
I have learned a lot about the agriculture industry as Agrobank's main objective is to provide financial solutions to agro-preneurs and small and medium companies.

Besides writing credit papers, we conduct site visits to ensure a client's project or business is running smoothly. Agrobank's customers include those involved in the poultry, oil palm, livestock, paddy and fisheries production, which are often considered as high-risk projects.

Know your stuff, be in tune with others

Alisya is currently seconded as a teaching assistant at Teach for Malaysia. She is at SMK Jalan Reko, organising and running extra lessons for pupils, overseeing Scouts' activities, providing admin support and trying to broaden the pupils' minds and expectations. The experience is in stark contrast with her next rotation in Corporate Finance & Investor Relations where she will focus on stakeholder management, reviewing and executing M&A activities and preparing quarterly financial results.

Name:
Alisya Kamal

Designation:
Management Associate

Company:
Astro

HOW DID YOU GET INTO THE GRADUATE SCHEME?
I heard about the programme from friends and was intrigued. I had my resume ready and skimmed through Astro's most recent annual report to get a better handle of the company, its operations and involvement within the community. The interviews were done by phone and in-person, and were mostly behavioural and situational questions.

WHAT WAS THE MOST CHALLENGING PROJECT YOU HAD TO HANDLE?
Marketing for Ramadan Raya 2016. It was the perfect storm of ambiguous roles and responsibilities, difficulties managing expectations, double-hatting projects and coordinating with stressed out co-workers who were also fasting. It boiled down to adaptability, embracing my new team's communication style, dynamics, working hours, and clueing in on the personal relationships.

HOW WILL THIS EXPERIENCE KICK-START YOUR CAREER?
Having a holistic, cross-sectional understanding of how the business operates will prove invaluable. Projects with multiple stakeholders are inherently easier to manage and execute when you know exactly who to liaise with or if you've worked on the same team before.

Two years might seem like a long programme but the experience has been varied, enriching and character-building. Astro's MA programme has certainly taught me that leadership comes in all shapes and sizes, to not undermine the value of international relationships and to expand my personal and professional networks.

WHAT ARE YOUR TIPS FOR OTHERS SEEKING A PLACEMENT?
Go for it! It's challenging and rewarding and no two days are alike. Go in with a rough understanding of the business and what their corporate strategy is geared towards. When you join new teams, go in with an open mind and a willingness to learn and ask questions. Even better, find out what projects are in the pipeline and research how you can contribute to them. Finally, leave each project and team having contributed something positive.

My bosses are open to new ideas

Amanda is currently part of Gen Next – the team focusing on programmes and content geared towards millennials. She is working on a few projects as part of Ceria's 10th anniversary which includes a departmental CSR initiative as well as coming up with a new user-generated campaign for the channel. Her current placement in the content group has exposed her to all sides of the entertainment business, ranging from event-based entertainment to project planning.

Name:
Amanda Choo

Designation:
Management Associate

Company:
Astro

WHAT WAS YOUR FIRST DAY AT WORK LIKE?
My first day was one that I will never forget. I was given a warm welcome by the team and department I was placed in. Many of my new colleagues came up and introduced themselves and I joined a group lunch with various teams. The first day at work painted a clear picture of what the working culture at Astro was like – everyone was welcoming, fun, and I immediately felt comfortable in my new environment.

WHAT SKILLS HAVE YOU ACQUIRED IN THE PAST FEW MONTHS?
I have acquired skills in project management, stakeholder relations/management and data analysis. Due to my assignments, I had the opportunity to learn and gain a deeper understanding of our customer base as well as getting a solid grasp of the business. I managed and ran targeted campaigns from end-to-end, which required working with various teams in the company.

DID YOUR DEGREE PREPARE YOU FOR THIS EXPERIENCE?
My degree was in a completely different field (politics) but the research and soft skills that I acquired during my degree prepared me for this job. I have had to communicate with various stakeholders as well as give many presentations and my input and opinions in meetings where decisions were being made.

WHAT WAS THE BEST PART ABOUT THIS JOB?
The guidance and mentorship have been one of the best parts of this job. I have had access to and the opportunity to work with various heads of departments who have all been extremely open to meeting and hearing my ideas in any situation.

I also recently completed my rotation with Teach for Malaysia where I was assisting at a government school in Pahang. I had a great time getting to know and understand the challenges that teachers face in national schools as well as the difference between an urban and a rural school. I saw how Astro (and other private companies) can make a difference in high-need schools.

Look out for new opportunities and seize them

Chee Kuen is a recent graduate of British American Tobacco (BAT) Malaysia's Management Trainee (now Global Graduate) Programme and is attached to the Marketing Finance department. He acts as a business partner/project team member to provide quantitative and qualitative insights and analytics for the projects the team is working on.

Name:
Mok Chee Kuen

Designation:
Assistant Commercial Finance Manager - Project

Company:
BAT Malaysia

HOW DID YOU GET INTO THE GRADUATE SCHEME?
I heard about BAT Malaysia's Management Trainee Programme after completing my bachelor's degree and about two years ago, I found an opening online. I was working in a banking establishment at the time when I received a call from BAT Malaysia after submitting my application. Then I had to go through the three-step interview and assessment process before joining this great company.

WHAT WAS THE MOST CHALLENGING PROJECT YOU HAD TO HANDLE?
I was involved in two major projects in Supply Chain cash flow forecasting and a special project during my MT stint. They were both incredibly challenging projects to handle but the latter was more extensive, as it involved building a differentiated secondary supply chain.

HOW HAS THE EXPERIENCE IN THE MT PROGRAMME KICK-STARTED YOUR CAREER?
The MT Programme has indeed thrown many challenges my way, which have not only enriched my skill sets in terms of technical capabilities, but also in other areas, such as people management and maintaining professionalism in a corporate environment.

Overall, I have gained an enormous wealth of experience through this highly accelerated programme. I have learnt to be more confident, resilient and humble, which are invaluable traits in the workplace.

WHAT ARE YOUR TIPS FOR OTHERS SEEKING A PLACEMENT?
Be ready and equipped to set yourself apart, do your research and prepare well for your interviews and assessments because it is worth the effort. Graduates need to look out for new opportunities and seize them when they arise. Just be yourself and be willing to learn.

London stint provided invaluable business exposure

Wern Tze graduated from British American Tobacco (BAT) Malaysia's Management Trainee (now Global Graduate) Programme in December 2015. She is now a Brand Executive whose job scope includes overseeing campaigns and projects to tap new market opportunities.

Name:
Chan Wern Tze

Designation:
Brand Executive – Strategic Developments

Company:
BAT Malaysia

WHAT WAS YOUR FIRST DAY AT WORK LIKE?
I first joined BAT Malaysia as an intern before returning to enrol in the management trainee programme. My first day at BAT Malaysia was eventful and exciting! Everyone was welcoming and I could see that everyone was passionate about their job – this was what I felt throughout my internship, which was why I didn't hesitate to come back as a management trainee.

WHAT SKILLS DID YOU ACQUIRE DURING YOUR TIME AT BAT MALAYSIA?
I learnt to be more adaptable as a marketer, not just with different types of people, but also for new campaigns and unexpected situations. I was also able to hone my people-management skills, especially by working cross-functionally with the other departments to ensure we delivered our tasks under tight timelines.

DID YOUR DEGREE PREPARE YOU FOR THIS EXPERIENCE?
I studied Marketing in university which somewhat prepared me for the theoretical aspects of this job, but most of my learning and development came from on-the-job experiences. I think nothing can replace hands-on learning and real-life application.

WHAT WAS THE BEST PART ABOUT THIS JOB?
I was lucky enough to have been sent on a nine-month placement in London to work with the International Rothmans Brand team. I was exposed to the business on a totally new level and was given the opportunity to support various regions, such as the Americas, Middle East and Africa, as well as Asia-Pacific on campaign planning and execution. That experience gave me the chance to meet and form friendships with other BAT management trainees from Ukraine, Mexico and Dubai.

Future leaders, here's your chance to shine

Yee Hwan's role is to set up a partner/dealer network in Malaysia, involving more than 200 companies. He is also spearheading smaller projects, such as setting up an e-commerce website, planning and rolling out a new quotation software and implementing a set of strategies and action plans for the consumables business.

Name:
Chen Yee Hwan

Designation:
Junior Executive Trainee (JET)

Company:
DKSH Malaysia (Business Unit Technology)

WHAT WAS YOUR FIRST DAY AT WORK LIKE?
It started with a series of meetings focused on the objectives and expectations for my time with each department. It was a pleasant surprise that even in the first few days, I was given responsibilities and could make an impact.

WHAT SKILLS HAVE YOU ACQUIRED IN THE PAST FEW MONTHS?
I was constantly amazed by the dedication and commitment of the team towards excellence. I was fortunate to be surrounded by and learn from charismatic leaders who always walk their talk and who ascribe to the adage of "knowing the way, going the way and showing the way".

It has been a humbling experience. The myriad roles and projects took my resilience, adaptability and versatility to a whole new level. Nothing beats being mentored and groomed by a young and driven managing director towards becoming a quintessential leader.

DID YOUR DEGREE PREPARE YOU FOR THIS EXPERIENCE?
As a chemical engineering graduate, I took the road much less travelled. Although the degree provided me with a basis for understanding our customers, it was far from comprehensive.

Involvement in co-curricular activities and the internship placement at my university allowed me to hit the ground running, from day one.

WHAT WAS THE BEST PART ABOUT THIS JOB?
While the onus is on me to learn and contribute, I have been blessed with the support and guidance from my colleagues. It is this culture of diversity, inclusion and knowledge-sharing that enabled me to grow and contribute through a steep learning curve.

I would liken this programme to a cradle for future leaders in their quest for experience, exposure and achievement. From day one, I was encouraged and empowered to write my own ticket and earn my stripes. There is no better way to bring my talents and passion on the table and shape a truly defining career.

IT allowed me to travel the world

Qian Heng was hired as management associate in 2011. Since then, she has been involved in system support and the roll out of a CRM tool. After gaining a permanent post in 2012, her work is more focused on the development of other systems.

Name:
Yau Qian Heng

Designation:
Specialist, Business Solutions

Company:
DKSH
(Corporate Shared Services Centre)

HOW DID YOU GET INTO THE GRADUATE SCHEME?
I found out about a management associate position offered by DKSH CSSC, the IT backbone of DKSH Group online. During my time as a management associate, I was given the chance to explore different roles in IT, which provided me with a better understanding of the industry. There's no better way to develop oneself in IT than to work in a global hub which sets new industry standards for market information access and comparability.

WHAT WAS THE MOST CHALLENGING PROJECT YOU HAD TO HANDLE?
I started out in applications support and also as an administrator for a CRM tool. After being at DKSH for a month, I was involved in a project to roll out a new CRM tool within a short timeline across 10 countries.

It was challenging for me as a fresh graduate as I had to pick up the technical and development skills in a short time. However, it gave me the opportunity to travel around the world. DKSH is a multinational company with a strong focus on Asia and 770 locations around the world, including the United States, Europe and Australia. It is a privilege to be able to work with people from diverse cultures and backgrounds.

HOW WILL THIS EXPERIENCE KICK-START YOUR CAREER?
After the CRM project was completed, I started to be more involved in system development. At DKSH, you are always encouraged to think creatively. Having an innovative mindset helps in your career progression. With all the technical training I had, I am now able to handle many roles, including web development, system support, database development and business analysis.

WHAT ARE YOUR TIPS FOR OTHERS SEEKING A PLACEMENT?
My advice is not to limit yourself to what you learn in school. Open your mind and learn as much as you can. Focus on a specific area only when you have a clear understanding of what you want to build and achieve in your career.

If you don't know, ask

Amir is involved in the Iltizam Entrepreneur Mentorship Programme to help Bumiputera SMEs. His task is to bring experienced business owners and professionals to mentor promising and dedicated Bumiputera entrepreneurs to achieve their full potential.

Name:
Amir Asyraf Mohd Zahid

Designation:
Executive Trainee, Corporate Social Responsibility

Company:
Ekuiti Nasional Berhad (Ekuinas)

HOW DID YOU STAND OUT AMONG THOUSANDS OF APPLICANTS?
Competing for a spot in any graduate programme is daunting nowadays and I had to pull out all the stops to stand out. I have always believed in the power of first impressions. I took the time to create a professional-looking resume and have it proofread and in my case, more than four times. After submitting my application for this programme, I also made it a point to follow up with Ekuinas. A few days later, I was overjoyed to receive an invitation to attend their assessment day.

After one week of preparation, I put on my best suit and went to the assessment day not only being myself, but my best self. I tried to be as genuine as possible and showed my strengths instead of being an all-rounder. At the end of the day, I was one of 75 trainees selected for the professional development programme (PDP).

WHAT ARE SOME MISCONCEPTIONS OTHERS HAVE ABOUT THIS POSITION?
There are many horror stories about trainees doing mundane work. But not in my experience. Nearly all my time was spent on valuable projects, whether it was drafting management papers, conducting research or assessing prospective companies.

Some people also perceive that trainees do not get face time with upper-level management. In my case, I was encouraged to keep the lines of communication open regarding the progress on projects or new ideas and to build relationships and network with my colleagues.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS?
Working in the CSR department and aiming to help SMEs have really grown on me to kick-start my career. In five years, I would like to see myself climbing up the corporate ladder and establish myself as the go-to person in this field.

WHAT WAS THE BIGGEST LESSON YOU GOT OUT OF THIS EXPERIENCE?
Before I joined this PDP, I was too afraid to ask questions. One day, my superior pointed out a mistake I made because of my fear of asking. That was my biggest wake-up call.

Great people and positive vibes help me learn

Aneff's role includes providing administrative and execution support to the director of communications in developing and implementing Ekuinas' overall communication strategy.

Name:
Muhammad Aneff Bahrom

Designation:
Executive Trainee, Communications

Company:
Ekuiti Nasional Berhad (Ekuinas)

WHAT WAS YOUR FIRST DAY AT WORK LIKE?
It was shocking. I had never been in a corporate surrounding before and it was new to meet all these experienced people. I was also hyped. I love to learn and accept new things, unlike some people who are not ready and unable to step out of their comfort zone. So, the hype helped to overcome the shock, I suppose.

I also know that I needed to adapt and I believe that every day was a learning process. And that first day at work was just another learning process in my life. But whatever the hype and learning, I was ready as I have stepped on something that will bring me to another path.

WHAT SKILLS HAVE YOU ACQUIRED IN THE PAST FEW MONTHS?
Being in the communications department, I am exposed to interviews and meetings with agencies. Subsequently, I've seen and observed how my colleagues "build" and maintain public relations, which was something I did not know how to do before. I am glad that my colleagues are continuously clearing the way for me for my own good.

DID YOUR DEGREE PREPARE YOU FOR THIS EXPERIENCE?
I would say yes for most of the things I have experienced so far. I have a bachelor's degree in communications and it came in handy for tasks like preparing press releases, being involved in interviews, dealing with crises, events, editing, proofreading and designing.

However, there will always be a thing or two that a degree cannot prepare you for. There were times when I was asked to do something that I have zero experience in but I also learnt something new.

WHAT WAS THE BEST PART ABOUT THIS JOB?
As a fresh grad, there's much that I don't know and there are many things I need to learn. When my colleagues teach me something and offer advice, I know that I have a supportive team and it's great to know that I am working with an experienced group of people. That's the best. To be surrounded with great people and positive vibes.

Women can thrive in the construction industry

Nadira is working on the MRT Line 2 Project (Sungai Buloh-Putrajaya), managing the elevated stations' design and construction. Her supervisors have guided her through the ups and downs of handling suppliers, contractors, designers and consultants to ensure the MRT Line 2 is a success.

Name:
Nadira Jeannot

Designation:
Executive Architect

Company:
Gamuda Engineering Sdn Bhd

HOW DID YOU STAND OUT AMONG THOUSANDS OF APPLICANTS?
I was in the right place at the right time. Perhaps my merits helped but I believe your intentions will carry you forward.

When I returned home after completing my degree, I was ready to serve the nation, eager to contribute and excited to make Malaysia a better version of itself. I felt I was coming back to fulfil a long-held promise.

WHAT ARE SOME MISCONCEPTIONS OTHERS HAVE ABOUT THIS INDUSTRY?
That in the construction industry, you need to be rough, loud and ruthless to be credible. Yes, there are lots of these traits in the industry, but really what I see is the importance of firmness rather than brashness.

Women can succeed and it's common to find yourself the sole woman in a meeting. I've been lucky to have strong female role models at the office and am so inspired by them.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS?
I see myself completing the MRT Line 2 with all things running smoothly. There were a lot of lessons from the first MRT, so I see myself and the second MRT as improving and making things better. Building something to last 100 years puts things into great perspective. You start thinking about how significant the work is and the number of people affected by it. Here is a legacy to leave your children.

I would also like to explore other areas of the construction industry, such as residential and commercial. I'd like to do design and master planning.

WHAT WAS THE BIGGEST LESSON YOU GOT OUT OF THIS EXPERIENCE?
Bravery. Being young, inexperienced and a woman is a challenge, especially when you are managing people twice your age. I find it tricky to lead, to have confidence and to delegate. But after a while, you understand that respect has to be earned and you must make yourself worthy of listening to.

Marketing, planning are things I'm learning on the job

Amelia is overseeing the Kundang Estates as a project engineer in the Project Management Department. The job scope involves coordination between the consultants, contractors, authorities and internal departments to keep the entire project running smoothly.

Name:
Amelia Sim Hui Jin

Designation:
Project Engineer

Company:
Gamuda Land

WHAT WAS YOUR FIRST DAY AT WORK LIKE?
My first day was memorable as my team at the site office welcomed me so warmly that the nervousness of being the only girl was gone. I felt like I was part of the team from Day One.

WHAT SKILLS DID YOU ACQUIRE IN THE PAST FEW MONTHS?
Thanks to the job scope, my problem-solving skills have improved by leaps and bounds, and I am now able to contribute and propose fresh ideas for discussion.

My job also offers opportunities to venture into the planning and marketing side of Kundang Estates, which have diversified my learning experience and allowed me to improve on my technical abilities and gain knowledge about the property industry. I am also grateful to the management team for their support in my personal development and career progression.

DID YOUR DEGREE PREPARE YOU FOR THIS EXPERIENCE?
The technical knowledge gained from my master's degree has been put to good use, particularly during structural drawing review sessions in my projects.

WHAT WAS THE BEST PART ABOUT THIS JOB?
I get to learn about the whole process of property development, from planning to execution.

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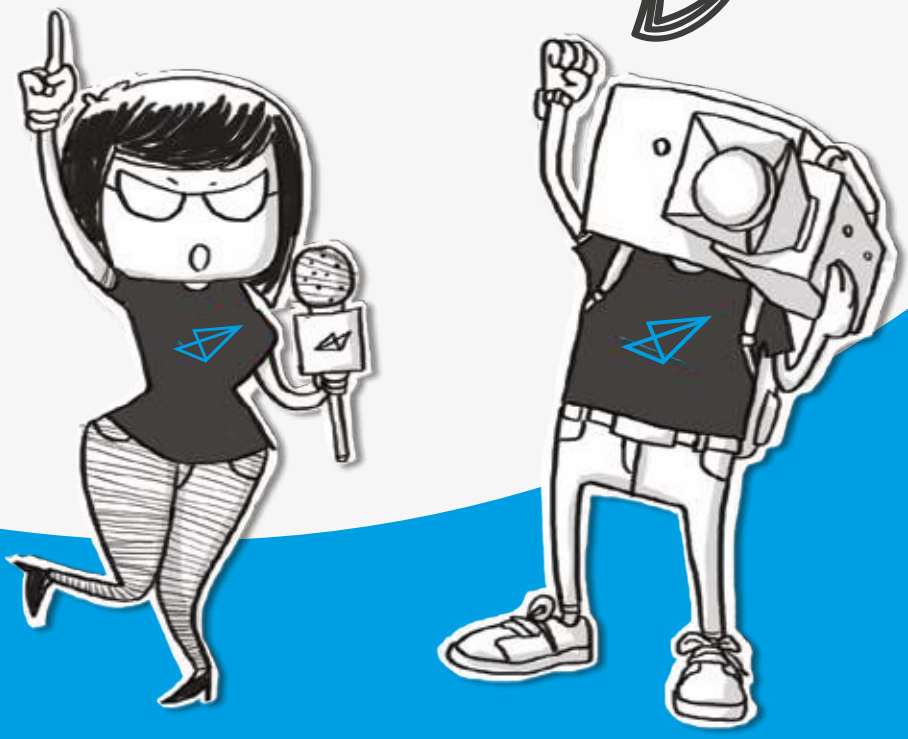

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