

Newsletter

DEC 2011

HARVARD BUSINESS SCHOOL
Alumni Club Of Malaysia

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INSIDE THIS ISSUE :

Dinner Talks 2

34th Annual Dinner 3

4th ASMDP 4

Golf Games Visit To SDMC 5

HALF & HELP Programs 6

Past, Present & Future Leadership 8

Nine Things Successful People Do Differently 14

Message From The President

The year 2011 has been another good year for the club. The HBSACM Foundation has in its coffers RM 1.5 million while the Club has another RM 1.5 Million.

The Club continues to be the most active HBS Club, East of Suez and the Senior Management Development Programme (SMDP) celebrates its 17th session in 2012, the first session being 34 years ago.

The Asean Senior Management Development Programme (ASMDP) held in July 2011 was the 4th session also held every 2 years. We hope to continue the regular activities next year with more members to participate in the activities.

I also express my condolences to the family of our beloved Trustee General (R) Tan Sri Zain Hashim on his recent demise. Finally may I wish all of you a wonderful, Happy and Prosperous New Year.



A Tribute: Gen (R) Tan Sri Zain Hashim

Gen (R) Tan Sri Zain Hashim passed away at Selayang General Hospital on 30th June 2011 at the age of 81. He was a member of The Board Of Trustee of HBSACM Foundation. He was also President in 1987/88.

He was a very active member of HBSACM and attended most of its activities. The committee and Members of HBSACM sadly miss him.

(See page 7)



The late Tan Sri at the last AGM2010

Dinner Talks

SEA: Business Opportunities and its Challenges



YBhg Dato' Noharuddin Nordin, CEO Matrade gave a Dinner Talk on 21 June 2011 at Hotel Hilton KL.



MALAYSIA: PAST, PRESENT & FUTURE LEADERSHIP

The Dinner Talk by YBM Tengku Razaleigh Hamzah on 23rd March, 2011 at SDCC. YBhg Tan Sri Abdul Aziz (Past President & Foundation Trustee) delivered the Welcome Address and YBhg Gen (R) Tan Sri Zain Hashim presented a souvenir and HBSACM Plaque to the Speaker.

(Go to page 8 for full text)



34th Annual Dinner and MBA Scholarships Award



Tun Zaki delivering the keynote address

The MBA Scholarships for year 2010/2011 were presented by YABhg Tun Zaki Tun Azmi to the recipients at the Club's Anniversary Dinner on 20th October 2011 at the Istana Hotel, Kuala Lumpur.

YABhg also delivered a keynote address How the Government of Malaysia managed to solve the backlog of cases in the Judiciary Department.



The following students received the MBA Scholarships :

1. Ahmad Nadzri Drahman - UIA
2. Kavita a/p Chirara - UM
3. Jayaputhra a/l Rajagopal - UM
4. Tan Chew Siong - UPM
5. Wong Hor Yan - UPM

There is no recipient of the Gold Medal Award for best student.



4th ASMDP – 26/6 TO 2/7/11



A total of 107 participants from Private and Public sectors attended the program including participants from Singapore and Indonesia.

The Program was facilitated by Prof Richard Vietor (Business, Government & International Economics) and Prof David Collis (Corporate and Business Strategy). H.E. Mr Paul Jones, US Ambassador to Malaysia was the Guest of Honour and presented certificates to the participants at the Graduation Ceremony .



HBSACM Friendly & Past Presidents Trophy @ Bangi Golf Resort – 26/2/2011



Rama the winner

The tournament was successfully held on Saturday 25th February 2011 at Bangi Golf Resort. A total of 41 members participated in the tournament. Golfers were divided into 3 groups based on handicap.

Four golfers age 70 and above teed off from the White T box while others from the Blue T box. The tournament was won by Ramanathan Sathiamutty (SMDP 2010) handicap 16 with a score of 44 Stableford points.



HBSACM - WESTPORTS Invitation – 30th July 2011

A total of 101 golfers from Westports and HBSACM members participated in the golf tournament on 30th July 2011 at KGSAAS. The thank you speech was delivered by Mr Ruben Emir Gnanalingam, MD Westports.

The overall Champion was Wan Hashim Wan Jusoh, a guest of Westports. A record of appreciation to Westports for being the main sponsor for the tournament.



Wan Hashim the Champion

Visit To Sime Darby Medical Centre

A group of members visited SDMC in Subang Jaya on 6 April 2011. Mdm Wu Chin Huei, COO welcomed and briefed the group with a corporate overview of SDMC. The group went on a guided tour of the Cancer and Radiosurgery Centre of Excellence. Talks were given by Dr Nor Izam, Family Health Physician and Dr Peter Ng, Consultant Urologist. The Club presented two HBS books and HBSACM Plaque to SDMC. At the end of the visit, members were entertained to a lunch.

HBSACM – ACTION LEARNING PROGRAM (HALF)



A half day Forum was held on Saturday, 21 May 2011 from 9 am to 2 pm at the Club House. Dr Wilson Tay facilitated the program which was attended by 12 participants. More HALF programs will be conducted at the Club House in 2012.

HBSACM Entrepreneurial Leadership Program (HELP)

This program was held at Eagle Ranch, Port Dickson from 24th to 26th November 2011 for 20 youths who aspired to venture into business.



SMDP Associate Members Meeting



The new Committee Members with The HBSACM Secretary (En Abdul Aziz Abd. Manan)

The meeting was held on 16 November, 2011 at the Sime Darby Convention Centre. The following were elected to the Associate Members Committee for 2011/2012

Chairman	- Mohamad Abdullah
Vice Chairman	- Manivannan Rethinam
Secretary	- Ekmal Hamid Zakaria
Committee Members	- Siti Faradilah Dato Aslah
	- Mak Choong Moon
	- Sharman Arumugam
	- Raghieb Azmi
	- Ahmad Saruji

Zain Hashim (1930– 2011) Alfatihah

Gen (R) Tan Sri Dato' Zain Hashim was born on 01 August 1930 in London. He graduated from The Royal Military Academy, Sandhurst England in 1952. He attended the Advance Management Program (AMP) at Harvard Business School in Boston in 1971.



He retired from the Army on 15 January 1984 as the Chief of Staff. He was a Past President of HBSACM (1987/8).

Tahlil in Honour of Allahyarham YBhg Gen (B) Tan Sri Dato' Zain Hashim



PAST, PRESENT & FUTURE LEADERSHIP

Speech by YBM Tengku Razaleigh Hamzah
at The Harvard Business School Alumni Club of Malaysia Dinner
on Wednesday, 23 March, 2011, at 8.00 p.m.
at the Sime Darby Convention Centre, Kuala Lumpur

The Harvard Business School Alumni Club of Malaysia has chosen the topic of **Past, Present and Future Leadership** for me to speak on tonight. It underscores the concern of all right thinking Malaysians on the need to define and reassess the issue of leadership.

2. I would like to congratulate **The Harvard Business School Alumni Club of Malaysia** in promoting a discussion of this very important issue. Additionally, I would like to thank the members of **The Harvard Business School Alumni Club of Malaysia** for giving me this opportunity to talk on this daunting topic.
3. My focus will be on political leadership that involves essentially the quest, retention and management of power. Nevertheless, in some areas, as this is a gathering of alumni of a world-renowned business school, I will refer touch briefly on leadership in a business context.
4. The purpose of politics is to secure power: power over the instruments of coercion as well as over the institutions that enforce them. That to my mind is what politics is all about: power exercisable over others, inducing them to behave in certain prescribed ways.
5. The power to do good, has as its opposite the power to do bad. So the eternal question about leadership is how to ensure that we put good people at the levels of power.
6. In order to identify good people, it is no longer just sufficient to lay down a laundry list of traits that are must haves; it is now mandatory too, to have leaders committed to and adopting enduring values and principles.
7. So when I was asked by The Harvard Business School Alumni Club of Malaysia to speak on the issue of Leadership: Past, Present and the Future, I set about to look for the common denominator which links leadership across the time continuum and space. More narrowly, I set about to look for the requirements of good leadership.
8. I arrived at the conclusion that leadership is always associated with the retention and continued re-affirmation of **enduring values and principles**. Good leadership pre-supposes the emergence of good people who are committed to enduring universal values.
9. Throughout history, from the time of Prophet Muhammad, that I am using as my starting point, right up the present day and into the future, all right thinking people were, are and will be committed to one universal principle - **The Principle of Liberty**. One person should be free from the tyranny and transgression over his person and property by his fellow being.
10. This fundamental principle and other values continue to under-score the thinking and actions of those who lead and manage. Consider the **political leader**.
11. The **political leader** exercises pure leadership and management skills. He leads and manages his state. In doing so he is guided by certain principles. These principles are applicable in almost all political systems and variants. The leader who dispenses away or ignores the underlying principles and values risks turning his power over others into tyranny and authoritarian rule.
12. Ideally the best leader is one who can combine pure leadership skills with management skills driven by values and enduring principles. We shall discover shortly the values and enduring principles.
13. In modern times, this is almost impossible, unless the leader in question has god like qualities, having omnipotent capabilities. A person would have to be a **prophet**.
14. Accordingly, by your leave, I would like to structure this short talk along the following lines.

15. As I have mentioned a prophet, I would like to trace the leadership issues by taking lessons learnt from the leadership of the Prophet of Islam, Muhammad (PBUH). His leadership would represent the leadership of the past.
16. On leadership of the present, we have only been into our 11th year of the 21st century; I would therefore like to discuss the leadership of notables such as Martin Luther King and Nelson Mandela. They represent the present. Their leadership will show that political leadership does not have to descend to micromanaging political agenda.
17. As for the future leaders, we need to examine the influence of pull factors whereby the political leader recognizes that sources and impetus for change are no longer monopolized by relationships characterized as top to bottom.
18. That seems to be the approach taken by our leadership for some 22 years whose impacts, perhaps disastrously so, are not yet fully realized. Many of us would like to move on from that phase, and expeditiously so.
19. Where indeed the sources, pressure and impetus for change come from correctly reading what the public now demands and to accordingly configure as it were, the leader's behavior accordingly.
20. So when our PM during his visit to Sarawak asks the Twitter and Facebook generation to trust him, he is recognizing that the desire to change is no longer his monopoly. This is what I mean by a shift from predictive to non-predictive demands. I will give a short comment to that approach later.

Past Leadership

Muhammad the Prophet of Islam.

21. Why Muhammad (Peace Be Upon Him)?

22. Let me repeat what Professor John Adair said in an interview.

"Surprisingly enough there has been no book known to me of any substance on the leadership of the Prophet, and yet we live in an age when the importance of leadership, both in politics and in management is universally recognized. All too often that means that only Western - and in particular American-voices are heard on the subject. Muslims need to return in their minds and hearts to the leadership which was shown in the words and life of Muhammad and given to them as an example to follow. They need to go back to the fountain....."

23. In speaking on this topic, my focus like that of John Adair's, is focused narrowly on the leadership shown by the Prophet and not on other aspects of his life and mission, supremely important as they are to Muslims. I suppose those aspects are best left to the experts in that field.
24. I believe that there is a universal body of knowledge about 'good leadership and leadership for good'. What I see in the leadership of Muhammad is a living and compelling expression of these truths or universal principles about what works when it comes to leading other people. All these qualities were shown by Muhammad as a leader. But the most important quality of all is integrity (Al-Amin). That is the foundation of all good leadership throughout the world. But we may also see in him, that most rare and beautiful quality of leadership we call humility - a complete lack of arrogance and self-importance.
25. In a much talked about recent memoir of a rather distinguished Malaysian, we saw a direct assault on the values exemplified by the Prophet. That would however be the subject matter of a separate talk.
26. In **The Leadership of Muhammad**, Professor Adair discussed the ideal leadership and the essential attributes of a leader such as **courage, integrity, practical wisdom, and moral authority and humility**. We cannot be the Prophet, but I believed it is the responsibility of any given leader to proximate these qualities.

27. What can present and future leaders learn from the leadership principles of the Prophet of Islam?
28. During twenty-three years of delivering the message of Islam through his talks and his actions (Sunnah), the Prophet emphasized the notion of values and Principles of Islam. These extraordinary values when combined with transformational leadership values identified by scholars are the **necessary** traits for leaders to be successful.
29. The primary values of a transformational leader as described by JM Burns (1978) that include such elements as liberty, justice, equality and collective well being can be possessed by any given leader.
30. Therefore, the most salient point is the opportunity, provided if they are committed, to re-learn the Prophet's principal tenets of leadership with regards to the **articulation** and **adoption** of values of liberty, justice, modesty, and politeness and of those qualities written and stated by Professor John Adair.
31. These remain the enduring values that no leadership of the present day and of the future can ignore. Unfortunately, these enduring principals appear to have been sacrificed in the name of more prosperity. In our haste, these are sacrificed or even trivialized and mocked.
32. Muhammad's leadership demonstrated that he sought to see all humankind from the lens of kindness, modesty, moderation, justice, liberty, gentility, generosity and love.
33. The world today is far from modest. Political factions and all sorts of social and economic discrimination have segmented the human race. People now think more in terms of class, group and the most dreaded of all, tools of differentiation and exclusion - race. If you do not belong you can neither be heard nor seen.
34. Muhammad teaches us that a good leader is one who combines political skills with moral skills. The good leader is a pillar for change. He stood like a change agent for all humankind because he blended spirituality with politics and governed from his heart, soul and head.
35. Hart (1978) listed Muhammad as the most influential individual in the history of humankind because he **"was the only man in history who was supremely successful on both the religious and secular levels"** (page 3). **"In fact, as the driving force behind the Arab conquests, he may well rank as the most influential political leader of all time"** (page 9) : Hart, M. H. (1978). *The 100 : A ranking of the most influential persons in history*. New York : Kensington Publishing.

The Present

36. Allow me to further quote Professor John Adair who said:

Ultimately, if you want to embed strong leadership principles within your business, you have to recognize that strong leadership is more about everyone else in your organization than it is about you. "The secret to becoming a successful leader is recognizing the greatness that lies in others," he concluded.
37. This statement implies that a political leader is not absolutely required to micromanage the agenda he has set forth. Indeed, there are many ways to show leadership outside of micro-managerial roles.
38. Martin Luther King, Mahatma Gandhi and Nelson Mandela had a one-off leadership impact on their respective governments without being members of those governments and having no authority within them.
39. What are the lessons for present day leaders?
40. What these present day leaders show is that the meaning of leadership may need to change for a more dynamic, less hierarchical, fluid and increasingly complex world. Pure leadership means showing the way for others, either by example or by explicitly promoting a new direction. Whenever you take a stand in a meeting and your colleagues accept your argument, you have shown leadership without you actually taking charge of the group.

41. People can show such leadership without either the talent or the inclination to manage those who follow. Such leadership is pure influence and it comes to an end once followers buy the proposition. Implementation is a separate phase that can be managed by others.
42. Fewer traits are required to show pure leadership than what it takes to be an executive. All you need is an idea for a better way, however small and local, the courage to promote it and the influencing skills to get people to listen.
43. However, courage and influencing skills are as situational as the idea itself. They are not to be treated as overwhelming requirements. Their requirement depends on the magnitude of the change, the strength of resistance and whether the merits of the proposal can be demonstrated. Advocating greener, but expensive, practices for example, does indeed require courage, sharp influencing skills and strong evidence of benefits.
44. This example illustrates how leadership can be shown in some circumstances without any special skill beyond having a great idea, where content really is king! While you need courage and polished influencing skills in other situations, the fact that such traits are not universally essential shows that leadership cannot be defined in a way that requires them.
45. We, therefore, have two kinds of leadership for the present day. One involves being in charge of a group. The other is a one-off act of influence which can come from any direction, bottom-up as well as top-down or from outside the business.
46. Martin Luther King had a leadership impact on government when his demonstrations against segregation on buses led the U.S. Supreme Court to ban such discrimination.
47. In other words, leadership - doing the right things-is deciding the best course of action to take. What are the things we should be doing to get us to where we want to go? What direction or course of action should we take? Where do we want to be in the end?

The Future Leader

48. For leadership of the future, allow me to make an analogy from the present day business world. In today's challenging global economic marketplace, the investment community for example, is demanding more **differentiated** and sustainable solutions to growth creation. Underlying this demand, a profound shift is taking place within the commercial environment that also requires a radical reassessment of leadership behavior. The shift in question is from predictive to non-predictive demand – from push to pull economics and methodologies.

Allow me to expand.

49. Push organizations tend to have a top-down design. They have centralized controls and clear procedures. They are resource-centric and efficiency-focused and they restrict participation and involvement in decision-making.
50. Pull businesses - where the leadership recognizes that demand is highly uncertain – are demonstrably different.
51. Leaders must become aware of this emerging trend.
52. How will the awareness of the shift affect leadership of the future? It does so by the influence it has on emerging political behavior. It calls for a political system that must **be highly decentralized, promote independent initiatives, is people-centric and encourages open decisionmaking.**

53. But not only do they have a different design, they also have a different language, one that replaces 'military' with 'human': regimentation and authoritarian and discretionary giving way to freedom and democracy, and rule of law. In the future, the following trends are expected to take place.

1. Organizations become organisms
2. Workforce becomes talent marketplace
3. Divisions become creative nets
4. Hierarchy becomes community
5. Instructions become tacit interactions
6. Procedures become ideas

54. So the 'new' language detailed above must not just be spoken, but experienced.

55. In this 'quiet revolution', actions speak louder than words. And the leader's first action should be to ask two fundamental questions: who are we and where are we going? What are our Values and what is our Vision?

56. Within that Vision and Values framework, a leader can engage their core team in defining the country's purpose and key strategic platforms that will lead to sustainable growth.

57. How can future leadership succeed in a non-predictive environment? The answer it seems, with how it deals with the most non-predictive component of every business – its people. This leads to a very important question being asked – not by the leader this time, but by public.

58. It seems to me, the approach taken by our PM may not be correct. The request he asks from the Twitter and Facebook generation should really be the other way round. He should have stated that he trusts the judgment of the people and have faith in the people.

59. If he had done that, then as a leader he has begun a process that unleashes the human potential of the country. In so doing, he as the leader liberates the human capital in the business of running a country and answers the question the community has been asking persistently. How do you create differentiated and sustainable growth in an environment where demand is non-predictive?

60. The way to prepare for the future is to promote behavioral change in both the leadership and people. In my mind, there are three distinctive phases leaders have to take their people through in order to achieve their collective goals in this environment. All the three phases strongly suggest that the leadership of the future behave in a more open manner, act with integrity, engages the governed as wholesome individuals who do matter.

61. The first, '**Re-Adjustment**' phase, can be ugly, but the leadership must be big enough to **sponsor criticism and give vent to emotions** – otherwise there is no legitimate progress possible. People have to get past the myriad of frustrations or politics before being able to look forward. They must be treated as adults and wholesome human being with something of value to say right from the start.

62. The second, '**Value**' phase, invites individuals to define their personal Value in the terms described previously, and then to share it with their peers in the form of a story.

63. This again helps to communicate complex issues; allows others to identify with and give feedback to each individual; embraces emotion as a resource to be valued and brings 'the whole person' into the political environment.

64. It also allows the individual to 'hear' their own story and how others interpret it. The complete process is powerful and motivating and helps each individual 'lock -in' their Value with the country's Vision and Values.

65. Finally, the '**Implications**' phase moves beyond 'speech' to 'action'. It is where 'individual accountability' is generated to a degree and with an integrity that no annual goals and assessment programme ever could achieve. This breeds the interdependency from which a new sense of collaboration, unity of purpose and community are created. These are the foundations of a 'pull' organism.

66. This in turn begins a process of 'influencing up'.
67. By taking responsibility for that which they can (rather than moaning about it as they did in the past), individuals and teams then effectively isolate those issues beyond their reach that are the responsibility of only their leadership to 'fix'. They become co masters of their destiny. All in such a short time frame, in the face of unprecedented competitive and society challenges and without a drop of blood being spilled.
68. Before I end my speech, I would like to add a further observation on this topic of leadership. You can say this is culled from personal experience.
69. Throughout the ages, studying the lives of all great leaders I am always conscious that they made a lot of sacrifices, personal and material. To all the traits and qualities of a leader, we must add the quality of selflessness. All are willing to undergo periods of sacrificing personal interests, endure deprivations, possessed of indomitable spirit, steadfast in pursuit of their goals and agenda.
70. Prophet Muhammad suffered persecution in Mecca at the hands of Quraish tribal leaders. He was 70. Prophet Muhammad suffered persecution in Mecca at the hands of Quraish tribal leaders. He was hounded, stoned and threatened with bodily harm. Yet he remained true and steadfast to his entrusted cause.
71. Martin Luther King went through extended period of racial taunts and segregation and finally made the ultimate sacrifice. Mandela spent 27 years' incarceration on Robben Island.
72. Closer to home, many of us are not aware of the sacrifices, personal denial and deprivations that our own leaders went through.
73. Tunku Abdul Rahman sold off his property and chattels to further the cause of UMNO. He passed on a relatively poor man. Tun Razak had not more than RM 5,000 in his account when he died. He didn't even have a property over the heads of his family save for a piece of inherited land in Peramu, Pekan. The government of Malaysia allowed his widow to stay at a government property in Kuala Lumpur. Tun Hussein Onn, the man who is said to be a straight arrow, was indeed qualified to earn that description. He too died relatively poor.
74. Unfortunately, this trait of sacrifice and selflessness and of humility that we learn from Prophet Muhammad, is lost in many modern day leaders.
75. Leaders today are consumed by personal interests and are overwhelmed by greed. It is not uncommon now to see leaders of today are rumored to have accumulated untold riches and wealth.
76. So in closing, I would like to once again congratulate the Harvard Business School Alumni Club of Malaysia for having chosen a very important topic indeed. It re-affirms our belief that in securing the best leadership, we must always be vigilant in the pursuit of finding good leadership. It also reinforces our belief that the quest for good leadership must be won over and over again, lest the country recedes into decadence and wanton plunder.

Thank you.

Nine Things Successful People Do Differently

8:58 am Friday February 25, 2011

by Heidi Grant Halvorson

Why have you been so successful in reaching some of your goals, but not others? If you aren't sure, you are far from alone in your confusion. It turns out that even brilliant, highly accomplished people are pretty lousy when it comes to understanding why they succeed or fail. The intuitive answer — that you are born predisposed to certain talents and lacking in others — is really just one small piece of the puzzle. In fact, decades of research on achievement suggests that successful people **reach their goals** not simply because of who they are, but more often because of **what they do**.

1. **Get specific.** When you set yourself a goal, try to be as specific as possible. "Lose 5 pounds" is a better goal than "lose some weight," because it gives you a clear idea of what success looks like. Knowing exactly what you want to achieve keeps you motivated until you get there. Also, think about the specific actions that need to be taken to reach your goal. Just promising you'll "eat less" or "sleep more" is too vague — be clear and precise. "I'll be in bed by 10pm on weeknights" leaves no room for doubt about what you need to do, and whether or not you've actually done it.
2. **Seize the moment to act on your goals.** Given how busy most of us are, and how many goals we are juggling at once, it's not surprising that we routinely miss opportunities to act on a goal because we simply fail to notice them. Did you really have no time to work out today? No chance at any point to return that phone call? Achieving your goal means grabbing hold of these opportunities before they slip through your fingers.

To seize the moment, **decide when and where you will take each action you want to take**, in advance. Again, be as specific as possible (e.g., "If it's Monday, Wednesday, or Friday, I'll work out for 30 minutes before work.") Studies show that this kind of planning will help your brain to detect and seize the opportunity when it arises, increasing your chances of success by roughly 300%.

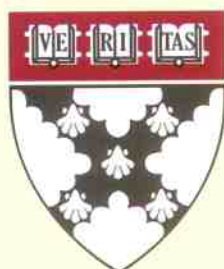
3. **Know exactly how far you have left to go.** Achieving any goal also requires honest and regular monitoring of your progress — if not by others, then by you yourself. If you don't know how well you are doing, you can't adjust your behavior or your strategies accordingly. Check your progress frequently weekly, or even daily, depending on the goal.
4. **Be a realistic optimist.** When you are setting a goal, by all means engage in lots of positive thinking about how likely you are to achieve it. Believing in your ability to succeed is enormously helpful for creating and sustaining your motivation. But whatever you do, don't underestimate how difficult it will be to reach your goal. Most goals worth achieving require time, planning, effort, and persistence. Studies show that thinking things will come to you easily and effortlessly leaves you ill-prepared for the journey ahead, and significantly increases the odds of failure.
5. **Focus on getting better**, rather than being good. Believing you have the ability to reach your goals is important, but so is believing you can get the ability. Many of us believe that our intelligence, our personality, and our physical aptitudes are fixed — that no matter what we do, we won't improve. As a result, we focus on goals that are all about proving ourselves, rather than developing and acquiring new skills. Fortunately, decades of research suggest that the belief in fixed ability is completely wrong make better choices, and reach your fullest potential. People whose goals are about getting better, rather than being good, take difficulty in stride, and appreciate the journey as much as the destination.

6. **Have grit.** Grit is a willingness to commit to long-term goals, and to persist in the face of difficulty. Studies show that gritty people obtain more education in their lifetime, and earn higher college GPAs. Grit predicts which cadets will stick out their first grueling year at West Point. In fact, grit even predicts which round contestants will make it to at the Scripps National Spelling Bee. The good news is, if you aren't particularly gritty now, there is something you can do about it. People who lack grit more often than not believe that they just don't have the innate abilities successful people have. If that describes your own thinking well, there's no way to put this nicely: you are wrong. As I mentioned earlier, effort, planning, persistence, and good strategies are what it really takes to succeed. Embracing this knowledge will not only help you see yourself and your goals more accurately, but also do wonders for your grit.
7. **Build your willpower muscle.** Your self-control "muscle" is just like the other muscles in your body when it doesn't get much exercise, it becomes weaker over time. But when you give it regular workouts by putting it to good use, it will grow stronger and stronger, and better able to help you successfully reach your goals.

To build willpower, take on a challenge that requires you to do something you'd honestly rather not do. Give up high-fat snacks, do 100 sit-ups a day, stand up straight when you catch yourself slouching, try to learn a new skill. When you find yourself wanting to give in, give up, or just not bother — don't. Start with just one activity, and make a plan for how you will deal with troubles when they occur ("If I have a craving for a snack, I will eat one piece of fresh or three pieces of dried fruit.") It will be hard in the beginning, but it will get easier, and that's the whole point. As your strength grows, you can take on more challenges and step-up your self-control workout.

8. **Don't tempt fate.** No matter how strong your willpower muscle becomes, it's important to always respect the fact that it is limited, and if you overtax it you will temporarily run out of steam. Don't try to take on two challenging tasks at once, if you can help it (like quitting smoking and dieting at the same time). And don't put yourself in harm's way — many people are overly-confident in their ability to resist temptation, and as a result they put themselves in situations where temptations abound. Successful people know not to make reaching a goal harder than it already is.
9. **Focus on what you *will* do, not what you *won't* do.** Do you want to successfully lose weight, quit smoking, or put a lid on your bad temper? Then plan how you will replace bad habits with good ones, rather than focusing only on the bad habits themselves. Research on thought suppression (e.g., "Don't think about white bears!") has shown that trying to avoid a thought makes it even more active in your mind. The same holds true when it comes to behavior — by trying not to engage in a bad habit, our habits get strengthened rather than broken. If you want change your ways, ask yourself, What will I do instead? For example, if you are trying to gain control of your temper and stop flying off the handle, you might make a plan like "If I am starting to feel angry, then I will take three deep breaths to calm down." By using deep breathing as a replacement for giving in to your anger, your bad habit will get worn away over time until it disappears completely. It is my hope that, after reading about the nine things successful people do differently, you have gained some insight into all the things you have been doing right all along. Even more important, I hope are able to identify the mistakes that have derailed you, and use that knowledge to your advantage from now on. Remember, you don't need to become a different person to become a more successful one. It's never what you are, but what you do.

*Heidi Grant Halvorson, Ph.D. is a motivational psychologist, and author of the new book **Succeed: How We Can Reach Our Goals** (Hudson Street Press, 2011). She is also an expert blogger on motivation and leadership for Fast Company and Psychology Today. Her personal blog, The Science of Success, can be found at www.heidigranthalvorson.com. Follow her on Twitter @hghalvorson*



HBSACM

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Proposed activities for 2012

A) EDUCATIONAL

17th Senior Management Development Program
- (2 weeks residential program)
Computer & Book grants to schools
Conferences/ Seminars/ Workshops
In House Training Programs
HELP, HALF, HIGG Programs
Program on Families in Business & Negotiations
Research Grants to Universities
Short courses ,
Social Enterprise Program for NGOs
Two One day Seminars
Endowment Fund for Scholarships

B) SOCIAL

Anniversary Dinner
Corporate Visits
Family Day/ Family Outing
Luncheon & Dinner Talks
Reunion Dinner

C) RECREATIONAL

Golf

FAMILY OUTING @ FELDA RESIDENCE TEKAM, PAHANG 22-24 July 2011



A total of 40 members and family visited Felda Residence Tekam from 22 to 24 July 2011. The program included visits to the plantation, herbal garden, laboratory and Gua Terang Bulan. The group also savoured durian and local fruits at the fruit fest. Members and family participated in the telematch.