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# HUMANOTORIAL

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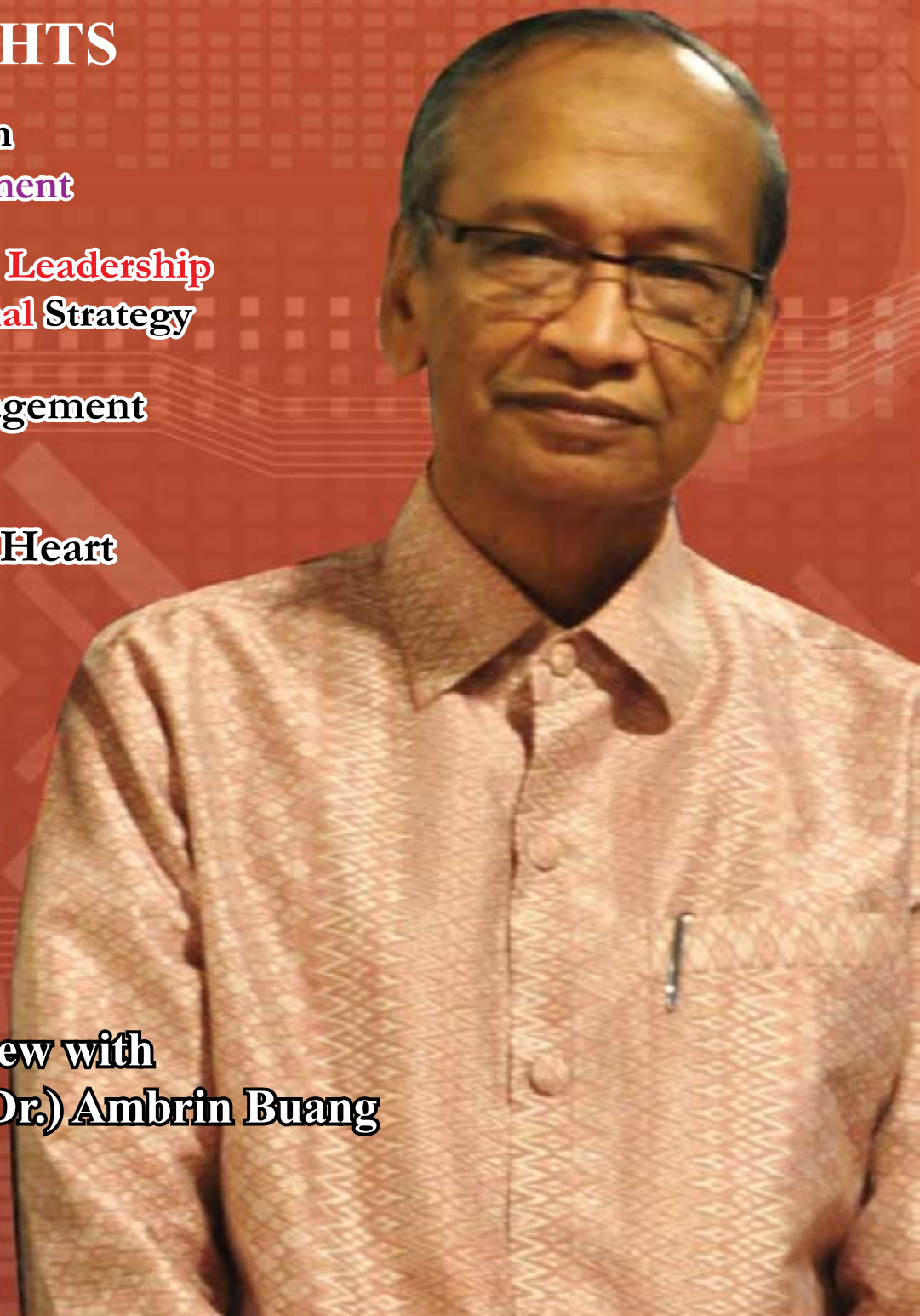
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# HAPPENINGS

## April

In the month of April, we conducted courtesy visit to KLIA College, Agrobank, SIRIM Berhad and UDA Holdings Berhad. We had also run some training program.



## May

In the month of May, which is the Ramadan Kareem, we had conducted our signature program for Body Language Exposed. In addition, we have also conducted courtesy visit to Prokhas Sdn Bhd and Perbadanan Nasional Berhad. During the Ramadan month we also had our break-fast with some our partners.



## June

This month, we attended the HRDF registered training providers townhall session. In addition, we have had met with a panel of expert to develop program on Postgraduate Diploma of Public auditing. Our visit to Cambodia has proven to be fruitful as we have met with the Director General of Skills Training, Ministry of Labour, Cambodia. We may also venture into Cambodia to run Assessment Centre.



# Best Practices in Public Procurement

By Prof. Tan Sri (Dr.) Ambrin Buang

## Introduction

The risk of fraud is inherent to any organisation. Currently, we are being exposed to seemingly endless cases of fraud and corruption occurrences in the public sectors, many of which are related to government procurement of various levels of government, federal, state and local as well as statutory bodies and government-linked companies. Most of these occur due to the inefficient procurement department and the procurement process. Hence, everyone in the organisation should commit themselves to the best practice in procurement by seeking and adopting them to increase the level of accountability, integrity and transparency in government procurement.

## Why Procurement Process?

From the audit point of view, other than competency, factors such as attitude and integrity also contribute to the negative perceptions due to human weaknesses. The National Audit Department (NAD) gives special attention to the government procurement management for a number of reasons:

First, the shortcomings on the management of government procurement should be curbed. In the eyes of the public, the shortcomings are constantly repeated as if the civil servants are not sensitive and aware of their responsibilities to manage the public money properly and prudently. If in the limited audit sample, those irregularities have been found, imagine the possibilities of how widespread in this phenomenon, and how difficult it is will change the negative perception of the public.

Government procedure is one component of good governance in the public service. Fostering a culture of excellence among those involved in procurement where flaws such as non-compliance and regulations and the weaknesses revealed by the audit are expected to be the lessons learnt to make continuous

improvement. The question is whether they are willing to learn from the mistakes of others?

Comparing during the 60s and 70s to the present, government procedure involves billions of ringgits and thousands of project and activities of various levels. For example, the Federal Government operating expenditure for 2008 – 2012 was RM 847.1 billion while the development expenditure amounted to RM 240.6 billion. Through the bulk of the operating expenditure is emolument, however, provision for supplies involving procurement is also significant. Almost all development expenditure involves the acquisition of work, supplies, equipment and so on. The question is, whether the government gets the value of money or appropriate returns for the expenditure of this magnitude?



In addition, the government procurement is considered as the high risk for leakages, corruption and mismanagement. As a result, the government suffers losses or additional expenditure which could have been avoided. The audit reports often reveal signs or indicators on the occurrence of the weaknesses and it is up to agencies such as Malaysia Anti-Corruption Commission (MACC), the Royal Malaysia Police and the Malaysian Treasury to investigate further to determine the negligence of the wrongdoers is truly not accidental or due to their greed to accept bribes or kickbacks.

However, based on my 11 years working in National

Audit Department, two interesting facts that I would like to share about the government procurement. First, most civil servants perform their work, including the procurement work without thinking one day, their work will be audited. If they knew that they would be audited, maybe they will work more diligently and carefully as they would be liable for negligence. Secondly, heads of department and agencies will only know the shortcomings and mistakes that occur under their control when it was revealed by the auditors. This means that internal control such as supervision of work is still not effective. Weaknesses in supervision include overseeing the work performed by contractors, suppliers and consultants. Integrity means not only the integrity of the individual but also the collective integrity of the ministry, department and agency.

Government procurement is a lucrative business to private contractors, suppliers and consultants. Lucrative business means that the government pays the price generally higher than others. Furthermore, the payment is guaranteed! Therefore, the government must get the value of money of the expenditure incurred. However, if there are no monitoring and rigorous checks on the work of use of the shortcut, not according to specification and so forth, ultimately the government must bear the loss. Prolonged delays increase in costs and poor quality of work affected the image of the government and the public-sector service. The people are not only ungrateful, but they will also hit the Government. This is a major challenge to every public servant who manages the procurement. This message is not only for ministries and departments but also the technical agencies that regulate and monitor the work done by the private sector.

### Common Issues in Procurement Guidelines and Procedure

For 11 years working in the National Audit Department, auditors have conducted audits and procurement of various agencies. The objective of these audits is to make heads of ministries, departments and agencies aware of the weaknesses of their procurement management in terms of complying with existence procurement regulations and procedures, poor contract management, poor supervision of contractors and

consultants paid to do the job and negative outcomes such as most of these head are not aware of such weaknesses until they have been exposed audit. Others malpractice include:

- Equipment supplied, work done and services rendered not in accordance with the original scope.
- Cost overrun due to delays in project completion.
- Not utilised or underutilised equipment and facilities upon completion.
- Improper payment made for equipment not supplied work not done and services not rendered.
- Poor quality of equipment supplied, work done, or services rendered.
- Equipment procured at a much higher cost than market value.
- Contract not signed to safeguard the interest of the Government.
- Procurement not managed according to established regulations.
- Non-coordination among parties involved in procurement.

When these are reported by the media, as is usually the case, it gives the government a bad impression as well as the public service at large, in the eyes of the public, the political parties and investors. The latter is particularly important because their perception of a lack of efficiency, integrity and transparency in government procurement processes carry a lot of weight in the Transparency International Corruption Perception Index in which Malaysia's current position is not something that we can be proud of.

The government procurement is too important a subject to be ignored in its performance audit agenda. We will continue to check whether compliance with existing procurement procedures and observance of value for money principle is duly present in the public sector. Also, the National Audit Department will continue to check whether government programs, projects and activities have been well executed and really meet their original objectives.



## Procurement Best Practices

A good procurement practice should address issues of accountability, integrity, transparency, ethics, the value of money (Economy) and a professional workforce. The five best practice procurement objectives in the public and private sectors are:

1. Minimise procurement cost (Economy) – the cheapest bid may not necessarily be the most cost-effective over the life of the product
2. Ensure efficiency procurement cycle time – product requisitioned are delivered in a timely manner.
3. Enhance transparency and eradicate corruption – to minimise opaqueness on the procurement process by adopting a clear disclosure policy and leveraging on e-procurement sand cultivate an ethical working environment to reduce graft, enable products to purchase at competitive market prices, and ultimately improve profitability.
4. Enhance organisation capabilities and governance – develop an in-house procurement function to support the business’s long-term objectives. In addition, put policies, incentives and penalties in place to ensure all relevant parties follow the agreed practices and processes.
5. Develop a stable competitive supplier base – develop a stringent vendor selection process, provide suppliers with continuous feedback on their performance.

Hence the following procurement Best Practices are proposed:

### **The procurement process is conducted in accordance with stipulated regulation**

- Proper planning to determine what to procure, when, why and how.
- Conduct market study to explore potentially beneficial alternative suppliers or contractors or providers to obtain the best deal for the Government in terms of quality, price and usage and so forth.
- Ensure complete and proper quotation and render paper briefs for consideration for Quotation Committee and Procurement Board.
- Ensure the budget is prepared and put into the quotation and tender box.
- Ensure procurement methods used is according with the determined value.
- Quotation notice is clear and complete.
- Directives to the bidders must be clear and complete.
- Checklist for quotation for tender procurement must be prepared according to the format given by the Treasury Circular No.5, 2007 and No. 5, 2009.
- Opening quotation committee must be appointed in writing by the Head of agency/department or division.
- Minutes of meeting and resolutions must be signed and kept in the procurement file.
- Quotation valuation report must be prepared by the Quotation Evaluation committee appointed by the Head of Department.
- Agency must ensure that local suppliers/manufacturers are invited for procurement made by quotation.
- Appropriate and reasonable validity period given to bidders to prevent increases in prices by the contractor/ firm.
- Acceptance letter must be sent within the stipulated period.
- Proper maintenance of all procurement and contract files to ensure that relevant documents are available for review and audit process.
- Improve the document management procedure and filing system from time to time to ensure proper safekeeping of the documents.
- Ensure the integrity pact document is complete.

### Continuous training in handling procurement process

- Topics of the training should include understanding public procurement, procedure planning and strategy in procurement, process in procurement, best practices in public procurement, 3E principle in public procurement, risk assessment in public procurement, sourcing for suppliers, preparation of financial proposal and technical proposal, bid receipt and opening, evaluating proposal, contract approval process, committee submission and approvals, contract award and management, contract management terms and skills, performance monitoring, dispute management, ethics and integrity in procurement.

### Enhance the work system and capability of personnel

- Restructure the task with actual work burden in line with the Cabinet Memorandum on a proposal to enhance the government system and procedure relating to government procedure with the state that  
“... Every ministry must establish procurement division or unit (appropriate with the value of procurement and size of ministry to enable the procurement to be managed in a proper, efficient and effective manner. For this purpose, the number and capability of the officers responsible to manage the procurement and related contracts must be balanced with the work burden”.
- Involve the other people in the procurement process to reduce the dependability on a certain officer.

### Other Essential Elements

- Auditors must play their role in assessing the procurement governance to ensure the procurement made in an efficient and prudent manner and which comply with the regulations. Procurement audit conducted by internal audit must encompass the overall aspect of procurement process until the closure of the account in line with Treasury Circular (No 1, 2012).
- All ministries, department and agencies must ensure that all information relating to procurement must be updated in the Government Procurement Information System (GPIS) as required by Treasury Circular Letter No 7, 2011. They must monitor and take immediate and firm action on those officers who violate the regulation of procurement.

## Conclusion

Everyone in the decision-making chain of government procurement should commit themselves to the best practice in procurement and value for money principle by seeking and adopting them to increase the level of accountability, integrity and transparency in government procurement.

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 Compilation of Auditor General's Speech and Country Paper. (2017). Putrajaya: National Audit Department

# Compassionate Leadership in Organisational Strategy

By **Datuk Dr. Leow Chee Seng**

**Chief Consultant, Humanology Sdn Bhd**

## Introduction

According to the old folks' philosophy, "it is easy to start a business, but it is not easy to maintain a business." Does it make sense? No, right? If I can initiate a business, I am sure I am able to manage it well. Similarly, to the government sector, if the business is, as usual, the whole department operations would remain the same. The government does not need to apply any organisational strategies to sustain the department like the saying goes, "Business As Usual".

Unfortunately, those statements are invalid. Organisation regardless of the public or the private sector need to update themselves so that they would continue to stay relevant to continue to serve the people. Benevolence and compassion remain as the two most important elements to help the organisation achieve the goal to serve people using the economical, efficient, effective and completely ethical way.



## Dynamic Business Environment

With the advancement of technology, the way of doing business has changed dramatically. Before the internet was introduced, it takes a long time to send

a mail from one country to another country. Now, you only need less than 10 seconds to send an email across the globe. Similarly, with the development of smartphones and websites, the methodology of doing business has changed. For example, the Grab services, Uber and even Airbnb are the best examples to illustrate how technology has geared the development of the new ways of business operations. Hence, both the public and the private sectors must be sensitive and proactive to address the dynamic change of the business environment.



However, there are some cunning business owners who would take advantage of the development of technology or science to overcome the gap of enforcement agencies. One of the classic scandal, the 2008 Chinese Milk Scandal. The milk powder contained adulterated with melamine and had affected more than 300 thousand victims. Similarly, recently, Transport Minister, Anthony Loke Siew Foo has announced about his concern on the corruption during the examination process of driving licenses issued in Malaysia.

After a few days, a website was found which had been running for a period of time that could offer that citizens could "purchase" the driving license and the name is valid and would appear in the Ministry



of Transport system. This is the impact when people become smarter and apply the innovative business model in the wrong and unethical way. However, this business model would not be able to sustain for long even if they have obtained short-term high profit previously.



Similarly, in the public sector, the regulations and guidelines must be updated from time to time. Several cases of fraud had happened because there were no proper guidelines, or the regulations were obsolete or irrelevant. The project “Desa Lestari” under the Ministry of Rural and Regional Development reflects the issues of governance. The money from the government is distributed through the co-operative (Koperasi) setting. However, there are no regulations to govern the co-operative (Koperasi). As a result, the Ministry of Rural and Regional Development followed the regulations set by the Ministry of Finance. As a result, no action can be taken to regulate co-operative business setting because, from the beginning, the regulation was not applied correctly.



From the several examples quoted, it is a need for both the private and the public sector to look at a sustainable paradigm through compassionate leadership to boost the organisation’s integrity and productivity.

**Compassionate Leadership: Governance and Integrity**

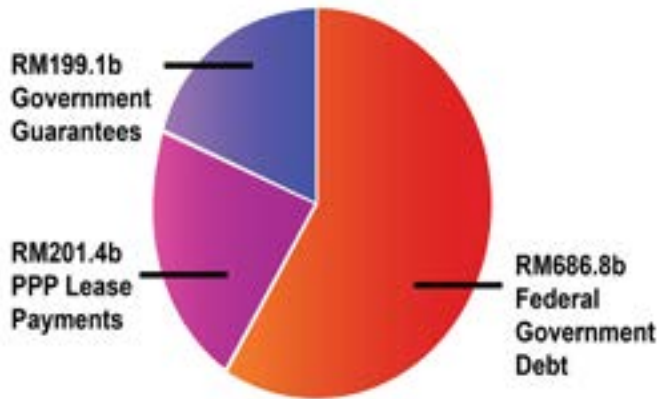
Since the 9<sup>th</sup> of May 2018, the new government of Malaysia has been formed. The new government promotes the culture of anti-corruption and promotes transparency and integrity. This direction and initiative are also highly supported by the citizens of Malaysia. In the manifesto, the government would like to revise regulations that promote integrity and governance. In addition, the government has done their “housekeeping” exercise by clearing officers who do not support the new initiative.



Within a month of the general election, various news of different scandals was released. In fact, the new government is evaluating the current status before implementing new strategies to boost the economy of the countries. Unfortunately, the disclosure of debt leads to the dissecting EPF’s RM 6 billion drop in investment value. However, the new government is confident of creating a clean, good governance and transparent country, the investors would have strong confidence to invest in Malaysia.

The announcement of the RM 1 trillion debt of the government comes with good intention but the methodology to deliver the message out needs to be more compassionate. The Finance Minister

should evaluate the impact of his statements on the stakeholders especially the investors. It is true that the announcement of the debt would be able to screen through the non-genuine investors.



**Figure 1: One Trillion Ringgit Debt**

Source: Ministry of Finance, Malaysia

Note: “PPP” is public-private partnership projects, such as the construction of schools, police stations and other structures.

However, the efficiency of the message of the RM 1.087 trillion debt delivered can be increased if the Minister is able to share the detailed breakdown of the debt immediately after the announcement. The breakdown of the debt was only released after the announcement. This would have caused some of the investors to be panic and this has led to some withdraw of investors.

Do you now that from the total of RM 1.087 trillion debt, student loans provider Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN) and Lembaga Pembiayaan Perumahan Sektor Awam (LPPSA) are among the largest issuers of debt guaranteed by the federal government, which stood at RM 238.1 billion at the end of 2017? The students or the government staffs are still serving their loans. If the full fact was given to them during the announcement, investors would have better confidence towards Malaysia and they might not have withdrawn from Malaysia.

We have to always remind ourselves that the strategy that was implemented by the Finance Minister to promote transparency and governance would increase the star rating of the country. In addition, this announcement brings to the unity and also engagement of the whole nation. The positive impact from this can

form lasting relationship on how to engage individuals to reach a solution (overcoming the 1 trillion debt) has shown the ability of the Malaysian government to show compassionate leadership.

This is the first time in my life to see how Malaysians have united and started to contribute to the “Tabung Harapan Malaysia” to help Malaysia during this financial turmoil. This fund is for Malaysians or overseas supporters to donate voluntarily. The government has applied compassionate leadership to awaken the compassionate heart within. With compassionate leadership, the government has created and maintained engaged, committed and high-performing citizens to continue to support the government’s initiative.

Compassion is the seed of kindness and the root of integrity. Humanity continues to promote the philosophy of compassion and being humane to help both the public and the private sectors to boost the productivity through 4E principle – Efficiency, Effectiveness, Economy and Ethics.

We help organisations to achieve high performance through not only focus on the compliance, but we try to lift up the employees’ commitment to help the organisation. In our services, we help the organisation to reflect on the concept of “yourself, your people and your stakeholders”. At the same time, we move away from the concept of “me and you” but promote the culture of “ours and ourselves”.



We continue to help our clients to value the concept of “What goes around comes around”. Our clients are

coached to be mindful in their cognition, affective and their behaviour through their speech and action.

Remember that, integrity and compassion cannot be trained. No programs in the world can train a person to have integrity. It is from the heart. Hence, our role is to nurture a person to be merciful, compassionate and mindful towards their role as a human being or Khalifa!

*Integrity*  
is choosing your  
thoughts and actions  
based on values rather  
than personal gain

*they would not accidentally bump into me when I was walking.”*



What is the moral story behind? Whatever we do each day, it gives impact to us directly or indirectly. Always think in a holistic approach to every small actions that we do. Giving others convenience is actually giving ourselves greater benefit. There is no right or wrong in this world. There is no black or white in this world. You might feel that you have won in some situation, but in the long run, you may lose. Sometimes, we feel that we have lost everything, in reality, we have won everything. Close your eyes to reflect, you might feel that the world is transforming each second. Again, there is no win or lose, the word win or lose only comes from our own perception. Similar to the concept of governance and integrity, it must come from the heart. It is not making a “hu-ha” or a show to meet the compliance, but always remember, the real objective of integrity and governance is to help to serve mankind to transform the world to be a better place!

## Conclusion

We would like to finish up this article with a story. In the ancient times, there was a blind person. This blind person would stay in the house in the daytime and only go out during the night. When he goes out, he will bring along a kerosene lamp. Some has perceived his behaviour to be weird, but some villagers view his action with kindness to provide light to the people during the night.

One day, a teenager asked, “Uncle, can I know why do you only go out of your house at night?” The blind man replied, “Since I could not see, there is no difference if I go out at night or in the morning.” The teenager frowns his eyebrows and scratched his head. Feeling curious, the teenager continued to ask, “Since you cannot see, why do you bring a kerosene lamp when you go out?” The blind man replied, “Young man, I bring a kerosene lamp to give light to others, but at the same time, I want people to notice me so that



# Strategic Management Part One

By Dr. David Edwin Evans

Strategic management is a word that many managers like to say, but unfortunately few of them execute well. In this series we will look at what strategic management truly is, how to formulate it, implement it, and how to keep it alive and vibrant through monitoring and improvement.

A synonym for strategic management is goals-oriented management. It is initiated by the highest level of management in an organization. These should communicate the mission and long term objectives planned for the business over the next few to several years. Top management must make the process clear for all stakeholders and convince them that this is where we are going and that this is the guiding rationale for all we do.



When properly implemented, strategic management creates an atmosphere where lower level managers and employees can easily see what choices they should make to head the firm in the right direction. Mandates of strategic management influence all departments. Human resources, purchasing, R&D, sales, marketing and accounting all have a role to play in the grand scheme. Teamwork becomes second nature in an environment of properly implemented strategic management so that silo building and information asymmetry can be dispensed with. Resistance to change is reduced.

The first consideration in achieving superior performance through strategic management is conceiving of a vision statement. Where is our organization now and where do we feel it should be at some give point in the future? The answers to those questions define our vision. By applying them at every level of decision making, focus and unity are created. People begin doing their jobs better because they have a reason to do so.

To successfully manage strategically, the next thing that must be done is to succinctly answer the question, “What business are we in?” This becomes the basis of formulating a mission statement. In the process of answering, we can contemplate what market we intend to compete in, how we plan to obtain and defend our competitive advantage (we look into this more deeply in Part Two), and what management structures should we put in place to achieve this. A well-considered mission is an enduring statement of purpose that captures our justification for being in this line of business and what differentiates us from other similar entities.

Having a mission statement attracts customers who are our reason for being. They give meaning to our enterprise. Our business converts economic resources into wealth and materials into goods through the willingness of customers to pay for them. So the mission must be stated in terms of what our customers perceive us as, rather than a declaration of what business we think we are in. For example if we are a jewelry manufacturer, our mission would not be to produce unique pieces from gold, silver and precious stones, but to provide our customers with the distinction and prestige of wearing one of our creations. We state the mission in terms of utility, in other words, what our product or service does for our customer.

A thoughtfully constructed mission statement reflects a philosophy of anticipating customer needs and providing goods or services to fulfill those needs, this as opposed to developing consumer products and then chasing to find a market for them. Here the mission

provides a focal point that minimizes risk and is more likely to maximize profit. It offers the basis of criteria for screening strategic opportunities.

**Mission Statement =**  
What's wrong with the world and how you intend to fix it.

**Vision Statement =**  
What the world will look like after you've finished changing it.

In short, we could say that vision is what we want to become and our mission is how to get there. If a company falters at analyzing and communicating these two, it loses an opportunity to present itself in a favorable light to existing and potential stakeholders. Every business relies on repeat customers, loyal employees and committed managers. Most organizations also need creditors, vendors, and a distribution network. Strong vision and mission statements afford firms a solid platform for saying who they are and what they are doing to their vital internal and external stakeholders. It contributes to the perception that the company is successful, well managed, genuine and worthy of investment.

As a consultant, I often see weak, poorly written vision and mission statements. Most of these are ineffective because they are vague, too broad, unattainable, have been written without much input from stakeholders, or are mostly ignored by all levels of management. Humanology Academy will hold training on how to overcome these pitfalls. Be sure to follow us and look for Parts Two and Three of this article.



In closing, please consider this quote from former Porsche CEO Peter Schultz. “Three people were at work on a construction site. All were doing the same job, but when each was asked what his job was, the answers varied: “Breaking rocks,” the first replied; “Earning a living,” responded the second; “Helping to build a cathedral,” said the third. Few of us can build cathedrals. But to the extent we can see the cathedral in whatever cause we are following, the job seems more worthwhile. Good strategies and a clear mission help us find those cathedrals in what otherwise could be dismal issues and empty causes.”



## Burning Your Heart Away

By Humanoterial Editorial Board

There are several basic emotions that most people would have – happiness, sadness, anger, contempt, surprise, fear and disgust. Among all these emotions, anger gives the greatest impact in our lives. For instance, good friends can spoil their relationships due to as simple as some misunderstanding that would transform into anger. A couple could break up due to as simple as some words used when they quarrel while being angry at each other. In addition, two people may accidentally be killed due to uncontrollable anger. In terms of health, continuous anger contributes to stress, hypertension, stroke, reduction in the immune system and even may lead to depression. From these examples, we can identify the impact of anger in our daily lives.

Ibrahim was a school teacher. Each morning, he would go to the nearest restaurant to pack breakfast for his children before leaving for work. As usual, he went to the same restaurant. One day, he noticed there was a tall and a stocky gentleman who was walking towards him after he had packed his breakfast. “Bump...” The stocky gentlemen bumped into Ibrahim and his spectacles fell down and broke. Due to the high impact of the collision, Ibrahim’s eyes got injured with some blue-black. The stocky gentlemen not only did not apologise, he also shouted, “Who asked you to wear spectacles!”

Ibrahim stayed cool and started to contemplate. He understood that everything happened for a reason. It might be good, it might be bad. His wisdom reminded him that to overcome the bad encounter, he needed to accept the scenario happily. Hence, Ibrahim replied the men with a smile, “I am so sorry, I hope I didn’t hurt you”.

The man was shocked. In his inner heart he whispers, “Is this person okay? He was supposed to be angry and scold me. Why does he want to apologise and ask how am I? I totally cannot understand his behaviour.” Immediately, he asked, “Hey, why are you not angry with me? But...”



Ibrahim replied, “Why shall I be angry? Showing my anger towards you would not be able to reserve the whole process. I would not be able to get back my spectacles. The blue-black on my eyes would not disappear. Moreover, anger would only make the whole scenario worse. Think about it, if I were to scold you and blame you for your action, it would create a bad relationship between us”.

“There are so many people that we encounter with each day. The whole accident happened exactly at a particular time and place. It was the faith that linked the two of us together. Instead of getting angry, I need to thank you for giving me this chance for the creator to test myself”.



The stocky guy was impressed and they started to get to know one another and became friends. One day, Ibrahim received a letter without a stamp in his letter-box. When he opened the letter, he was shocked, there is RM500 inside the envelope. The letter was sent by the stocky guy whom Ibrahim encountered that day. The content of the letter is as follows:

**Dear Mr Ibrahim,**

First of all, I would like to show my appreciation to you. The “bump” on the other day had saved three lives!

When I was young, I did not study well. As a result, I do not have a high education level. I always felt depressed and blamed myself for not working hard during my younger days. After being married, I didn't treat my wife well. Perhaps, I have always let go of my anger at her. Last month, when I was on my way to work, I realised that I forgot to bring my wallet. Immediately, I returned home. When I reached home, I heard that there was a man who was laughing and chatting with my wife in the bedroom. I was so angry and I rushed to the kitchen to take a knife. My intention was to kill the both of them and I would commit suicide after.

The anger I felt was very unbearable. I kicked the bedroom and saw the two of them on the bed. The man was shocked and he was looking for ways to escape. He was trying to reach for his spectacles that was put on the table next to him. Due to his clumsiness, the spectacles fell on the floor. That incident rang a bell. I remembered your words clearly, “Anger does not solve the issue.” Immediately, I calmed myself down. I remembered you reminded me, everything happened for a reason. I have to be responsible for my wife's affair. After marrying my wife, I have been treating her badly. I have never taken care of her well being and have never cared about her feelings. I have never taken care of the family matters and I have never even taken care of all my kids. All the while, I thought that providing her food was sufficient. After the incident, I had a serious heart to heart talk with my wife and we are perfectly fine now.

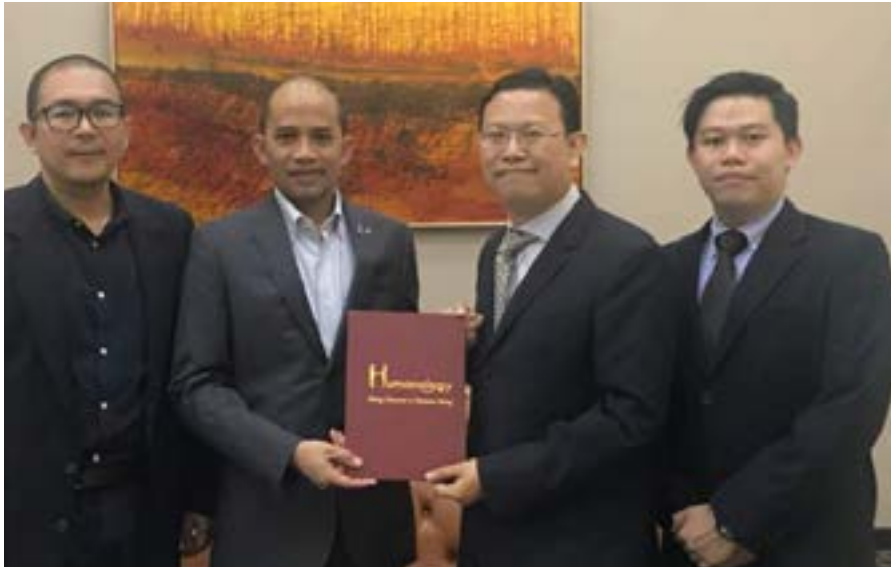
Mr Ibrahim, you changed my life. Your simple words and actions have helped us go through this. I am sending you RM500. The money may not be much, but it is to pay for your spectacles and what's left to be donated to any school of your choice to develop more children with the right attitudes and behaviour.

**Thank you.**

Now I finally understood that we cannot avoid conflicts especially during human interactions. The conflicts encountered could be physical or emotional. Mr Ibrahim's small gesture to stay calm rather than retaliate or show his anger has changed a person's life. In reality, anger is just a method to punish ourselves. Please think, why do we need to punish ourselves for the faults of others? Stop punishing yourself and say NO to anger today!































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