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HIGHLIGHTS

Ordinary **People**,
Extraordinary **Leadership**

Irrational **Human Behaviour**:
Evolution of **Behavioural**

Managing **Stress**
and **Handling Emotion**

Communication **Needs**
for **Organisational Change**

Multiple Intelligences **(MI)**

Cost-Benefit Analysis: What
Makes It **Important?**

Special Article :
Dato' Shaharuddin
Bin Abu Sohot
Director General of Malaysia
Border Control Agency





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HAPPENINGS

July

In July, we were invited to attend Majlis Rumah Terbuka Aidilfitri at Institut Integriti Malaysia. In addition, we were also invited to attend the Sambutan Hari Pelaut 2019 at Institut Latihan Pengangkutan Laut. Also, we had conducted the New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training. Besides, we had conducted the Problem Based Learning at KDU University College. Also, we were also invited to attend the Direct English Raya Open House. In addition, we held a courtesy visit to Jabatan Perkhidmatan Kuarantin dan Pemeriksaan Malaysia (MAQIS),

August

In August we had conducted the Humanology Induction Program for our new recruits at Hotel Istana. Besides, we had conducted the training for Managing Difficult Employees using NLP-Is it Your or Them? We also held a courtesy visit to Bank Islam Malaysia Berhad. Also, we had conducted the Body Language for Practioners training at Lembaga Hasil Dalam Negeri. Futhermore, we had also conducted the training for Communication Excellence with NLP: Impact of Industry 4.0. In addition, we held a courtesy visit to TNB Integrated Learning Solution - ILSAS. Not only that, Humanology was invited to



attend the SME Leadership Conference 2.0 at Mines 2. We also conducted training for Soaring Leaders to Higher Levels: Leaders in Digital Age Training. Last but not least, in this month, we also conducted the Kursus Marketing Ninja: Memaksimumkan Keuntungan Dan Meningkatkan Penjualan Produk Stok Bekalan Makanan (SBM).

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Ordinary People, Extraordinary Leadership

Special Interview with

Dato' Shaharuddin Bin Abu Sohoh

Director General of Malaysia Border Control Agency

Introduction

One of the common scenarios in the workplace where employees keep complaining about the company, they remain working in the same place. This behaviour happens in most of the workplace. If an employee is not happy with the workplace, he or she can leave the company anytime. Unfortunately, the irrational behaviour to stay in an unhappy workplace and keep on complaining without making an initiative to change has become a culture.

For this behaviour, the employee thinks of their survival rather than the benefit of the organisation. They would think that if they leave the company, they might lose their source of income. For survival purposes, the employees would rather forgo happiness and remain to work in the same workplace and continue with the complaints. Unfortunately, they have never thought that their behaviour is toxic and poisonous on other employees that lead to unproductive culture.

The scenario can only be solved with good leadership. Hence, this article exposes you with a great leader who upholds the philosophy of "Work Smart" - Dato' Shaharuddin bin Abu Sohoh who is currently the Director General of AKSEM (Malaysia Border Control Agency). Dato' Shaharuddin was born and grew up in Teluk Intan until he completed his Form 6. He continued with his Bachelor of Arts, Media Studies at the University of Malaya (UM). He continued his studies in Diploma in Strategic Studies in University of Malaya until he joined the government as a diplomatic officer in 1995.

As a diplomatic officer, he had been posted in the Ministry of Finance for about a year. Then, he continued his Diploma in Public Administration in

INTAN for 9 months. After completing his diploma, he was then posted to the Ministry of Communication and Multimedia for 6 years. At the same time, he continued his studies in Master of Management - a joint program between INTAN and the Northern University of Malaysia (UUM). Also, he has served the Public Service Department for 2 years and then continued to serve the Ministry of Home Affairs for 3 years. His career continued at the Prime Minister's office for 2 years and Ministry of Agriculture for another 8 years. After that, he served as the Public Service Commission (PSC) for 11 months in handling the area of discipline. Then, he was transferred to the Prime Minister's Department, in the Maritime Malaysia Enforcement Affair Division for 2 years. From November 2018, he now serves in the current department - Malaysia Border Control Agency (AKSEM).

Overview: Malaysia Border Control Agency (AKSEM)

This agency plays an important role to ensure the cross-border safety of the nation. The agency was initiated by the former deputy prime minister Datuk Seri Dr. Ahmad Zahid Hamidi after the incident of people trafficking at Wang Kelian, Perlis. Since the incident, he realised that there is a need to have an agency to have continuous control, especially the border.



AKSEM was launched at Bukit Kayu Hitam, Kedah on 24 May 2016. The Smuggling Prevention Unit (UPP) that is located at the border between Malaysia and Thailand is empowered to be the **Malaysia Border Control Agency (AKSEM)**. The UPP officers from 4 states - Perlis, Kedah, Perak and Kelantan are empowered to serve AKSEM. The establishment of AKSEM was based on the AKSEM Act, 2017 that focused on coordination between agencies at the border. AKSEM is responsible for curbing smuggling and other illegal activities along the country's land borders.



25 agencies are on duty at the border together with AKSEM. For example, at the Immigration and Customs Quarantine Complex (ICQ), Malaysian Immigration Department, Royal Malaysian Customs Department, Road Transport Department (JPJ), Malaysian Quarantine and Inspection Services (MAQIS), the Royal Malaysian Police Department and others. In fact, from Bukit Batu Putih, Perlis to Bukit Kayu Hitam, Kedah, the Internal Security from the Royal Malaysian Police Department is on duty. From Bukit Kayu Hitam to Pengkalan Kubur, Kelantan, the Malaysian Armed Force plays the role to control the security at the border.

The Mistaken Truth about AKSEM

The public does not comprehend the role and the functions of AKSEM completely. As a result, they are assumed to have overlapping roles and functions with other departments. The main role of AKSEM is to coordinate activities at the border. Then, AKSEM would monitor issues and challenges faced by agencies and propose methods to improve the efficiency and effectiveness when conducting their tasks.

Each department at the border has its role and is described clearly according to the act. For instance, when any operations need to be conducted, AKSEM would determine the agencies that need to be involved and AKSEM would coordinate to ensure the implementation of the joint program is successful.

The second mistaken perception about AKSEM; they seem as if they are not doing any things, and they wait for other departments to take actions. In reality, AKSEM needs to manage many activities. For instance, they conduct roadblocks, manage the patrolling unit and manage a special task force when they receive information.

AKSEM is always seen as sitting there doing nothing but the officer's duty is at the back end to plan and ensure all operations are in order. They have to focus on the operations, according to the role of the departments to ensure that it is smooth and workable. For instance, if a person brings in unapproved medicine from the border that may harm the citizens of Malaysia, AKSEM needs to ensure that the officers from Ministry of Health manage and confiscate the medicine because other departments such as Road Transport Department (JPJ) and Malaysian Quarantine and Inspection Services (MAQIS) do not have the power and authority to do so. Each department at the border has a clear role to play!



Dare to be Different! The New Inspiration

Dato' Shaharuddin is a very observant officer. He would integrate the basic concept that has become *isqitamah* to be assimilated in the workplace. For example, the concept of mutual assistance or communal work “*gotong royong*” is a very common culture in Malaysia. He understands that by integrating and engaging all enforcement parties who work at the border, it would be the key success factor to achieve the goal of the department.

Dato' Shaharuddin applies his previous experience in various departments to increase the efficiency and effectiveness of his organisation. First, he initiated the joint operation between the departments. By initiating the joint operation, it reduces workforce, saves time that leads to the optimisation of financial resources. For example, by conducting a roadblock, both Road Transport Department (JPJ) and AKSEM can do perform their examination at the same place.

Dato' Shaharuddin understands the concept of human behaviour that no one like to be ordered or to be controlled by others. When communal work is used as the fundamental in his coordination work, the feelings of being controlled or authority can be minimised. Dato' Shaharuddin realises that in today's more individualistic cultures, there is less reliance on others than in preindustrial agricultural society. As a result, Dato' Shaharuddin applies his innovation and creativity to lead the team with an inspiring concept - “gotong royong”.

AKSEM understands that some bigger departments can run the operation themselves without joining the joint operation. However, Dato' Shaharuddin applies the concept of “*Gerak Saraf Perang Saraf (GSPS)*”. First, he conducts engagement with the secretary-general and the director-general of the other departments to have the joint operation. He would meet and discuss with the secretary generals in both formal and informal scenarios. He is willing to tone down himself to achieve the objectives - the effective joint operation.

He is a strong believer in effective engagement. Engagement can be done at any places and any time depending on certain factors. For example, it can be done as simple as a courtesy call. Also, to make the coordination work runs smoothly, he is happy to approach the secretary-general or the director-general even during his rest time, such as lunchtime and leisure time. For instance, he would sit down with the other department heads over lunch to discuss strategies. His commitment to work to sacrifice his time and status show the extraordinary personality that is from his heart.



A Compassionate Leader

There is a great difference between working hard and working smart. When you work hard, you would be doing the work, thinking about the work, dedication towards the work without intention and the task might not be adding value to the current operation. Dato' Shaharuddin is a “work smart” leader. He would think and plan ahead of the job, always having the results in view and all his strategies would ensure added value and goes the extra miles for the department. Also, he applies his creativity and innovation in many ways to get the job done, and the vision and the mission of the department accomplished.

In the eye of Islam, every human being is the creation of the creator. The only differences between human being are faith (*keimanan*) with the creator. Hence, it is important to have justice and fairness whenever our decisions are made. As *Surah Al-Ma'idah (5:8)*

يَا أَيُّهَا الَّذِينَ آمَنُوا كُونُوا قَوَّامِينَ لِلَّهِ شُهَدَاءَ بِالْقِسْطِ
وَلَا يَجْرِمَنَّكُمْ شَنَاٰنُ قَوْمٍ عَلَىٰ أَلَّا تَعْدِلُوا ۗ اعْدِلُوا هُوَ أَقْرَبُ لِلتَّقْوَىٰ ۗ

O you who have believed, be persistently standing firm for Allah, witnesses injustice, and do not let the hatred of a people prevent you from being just. Be just; that is nearer to righteousness. And fear Allah; indeed, Allah is Acquainted with what you do.

With experience working in more than 5 different departments, Dato' Shaharuddin understands clearly the behaviour of some officers. Hence, he always reminds his officers to be grateful. Whatever we do every day, we shall look at a more holistic approach. We shall not always look at the person who is higher or better than us. We shall also consider and take into consideration people who are less fortunate than us. We need to understand their emotions, the way of life, and how they manage their issues. When we understand their challenges, we shall try our very best to help them as a *Khalifah*.

He is a compassionate leader who would always contemplate what he has, what the team has, and what the department has. As leaders, we should not focus on what we haven't got. If we kept focusing on what we haven't achieved, we would miss what we have achieved in our lives. We should focus on what we have rather than keep searching for something and asking for something that is not realistic. His down to earth personality inspires his officers because he always walks the talk.

Affectionate but Firm

Dato' Shaharuddin is an extremely flexible person, but firm in terms of following regulations and rules. He mentioned that all regulations should be flexible as it is made by humankind, and it would have its exceptions. For instance, he provides flexibility for the officers to work at their pace with the condition that the regulations are followed. His officer who needs to attend any work-related operations, he would sign his attendance list so that the officers do not need to rush back to the office to punch card. In this scenario, he can

give exception as the head of the department. Dato' Shaharuddin is an extremely firm person, but his kind and compassionate heart enable him to get respect from the officers not because of the position but his action.

It is easy to get a head or a boss, but it is very difficult to get a real leader with heart and soul. When Dato' Shaharuddin became the director-general of AKSEM, he started to go to the field to observe how the officers conduct their duties. Many processes and procedures were started for long, even before the department was started. As a start, he started to analyse the process each department takes (What they have) and the processes that slowed down the process that lead to inefficiency and ineffectiveness. He would then analyse and discuss with his officers to come out with solutions.

Creating a Happy Working Environment

Dato' Shaharuddin is an understanding person. To create a happy working environment, he provides a flexible working environment for his staffs. He understands the concept of what comes around goes around. He shared that when a staff has some family issue, even if we force him to work, he would not be able to work at an optimum stage. He added, it is illogical to force them to work at such a pressured working environment. Hence, it is better to let him settle his issues, and his task can be delegated to another officer while waiting for him to handle his issue.



At the same time, Dato' Shaharuddin tries to simplify the work procedure at the workplace. Before becoming the director general of AKSEM, when there is a joint operation, the officers would conduct the opening ceremony, closing ceremony, inviting the guest of honour at the function. He mentioned that those ceremonies are not necessary and a waste of resources and time. He attended one of the closing ceremonies, and that inspires him to change the procedure to eliminate all those unnecessary ceremonies. He added that the department aims to cooperate with all agencies to conduct joint operations. The other ceremonies do not serve any purpose to increase the quality of the operation. Hence, he decided to eliminate all those unnecessary procedures.

When the unnecessary procedures are eliminated, the officers can have a clearer direction towards the function of their departments and their roles. This small action increased happiness among officers. For instance, 24 joint operations need to be conducted in a year as the department's key performance indicator (KPI). With this small change to simplify the procedures, the department has successfully achieved its yearly KPI by July.

All the changes come with critiques from some parties. Dato' Shaharuddin overcomes those obstacles towards change through communication. He would give a clear justification of all the changes implemented during the monthly meetings. He believed that when people understand the importance of the change, they would accept it and assimilate it in their work.

What Makes A Difference?

Even if the public labels the department as nothing to do, the results speak louder than words. For example, during Hari Raya 2019, AKSEM has successfully reduced the firework smuggling activities from RM 900 thousand to only RM 90 thousand. It is a significant achievement after the hard work of the officers. The right strategies have been applied by Dato' Shaharuddin to have collaboration with the enforcement in Thailand. AKSEM seeks help from the enforcement in Thailand to provide information for those who purchase fireworks

in Thailand, and this has enabled the efficiency and effectiveness of the operation.

Also, Dato' Shaharuddin has changed the methodology to give instructions to the officers. For instance, patrolling is conducted all this while, but the coverage is limited. With the new instruction, the new monitoring system, and reduction of the procedure to focus only at work, the patrolling coverage increases. Now, the patrolling even reaches the daily wet market!

Dato' Shaharuddin has done a great monitoring system to ensure his instructions are delivered. He would personally conduct a spot check at the site to ensure that the instructions are delivered. During Hari Raya 2019, he goes to the field to do a spot check. His passion and commitment to work deserve respect.

In addition, he would personally go to the working site two times a month. On the site, he would directly speak to the officers to identify the challenges in the workplace and find a solution for the officers without delay. His immediate response to address the issues at the workplace increase the morale of the officers.



KEJAYAAN RAMPASAN AKSEM 2019 (JAN – JULAI)

BIL	PERKARA	JUMLAH (RM)
1	BARANG KAWALAN	
	Beras	28,441.25
	Diesel/Petrol	381.60
	Haiwan	470,900.00
	Barangan Pengguna	240.00
	Baja/Racun Rumpai	128,910.00
2	BARANG BERCUKAI	
	Minuman Keras	22694.14
	Rokok	9,057,929.09
	Kenderaan	6,881,660.00
3	BARANG LARANGAN	
	Dadah	1,458,250.00
	Daun Ketum/Air Ketum	705,220.00
	Mercun/Bunga Api	124,085.65
4	LAIN LAIN KES	
	Mata Wang	248.00
	Lain-lain Kes/Kosmetik	1,643,429.00
	Jumlah Keseluruhan	20,522,140.73

(source: AKSEM, 14 August 2019)

Dato' Shaharuddin has changed the procedure of reporting in the workplace. Previously, for any operation, they must get approval from the states and the department heads. Now, all officers can have direct access to him. He cuts all the bureaucracy in the department and promotes transparency. Not only this, Dato' Shaharuddin decentralise and provide more authority for the officers to work. Now, the press conference can be conducted at the state level.

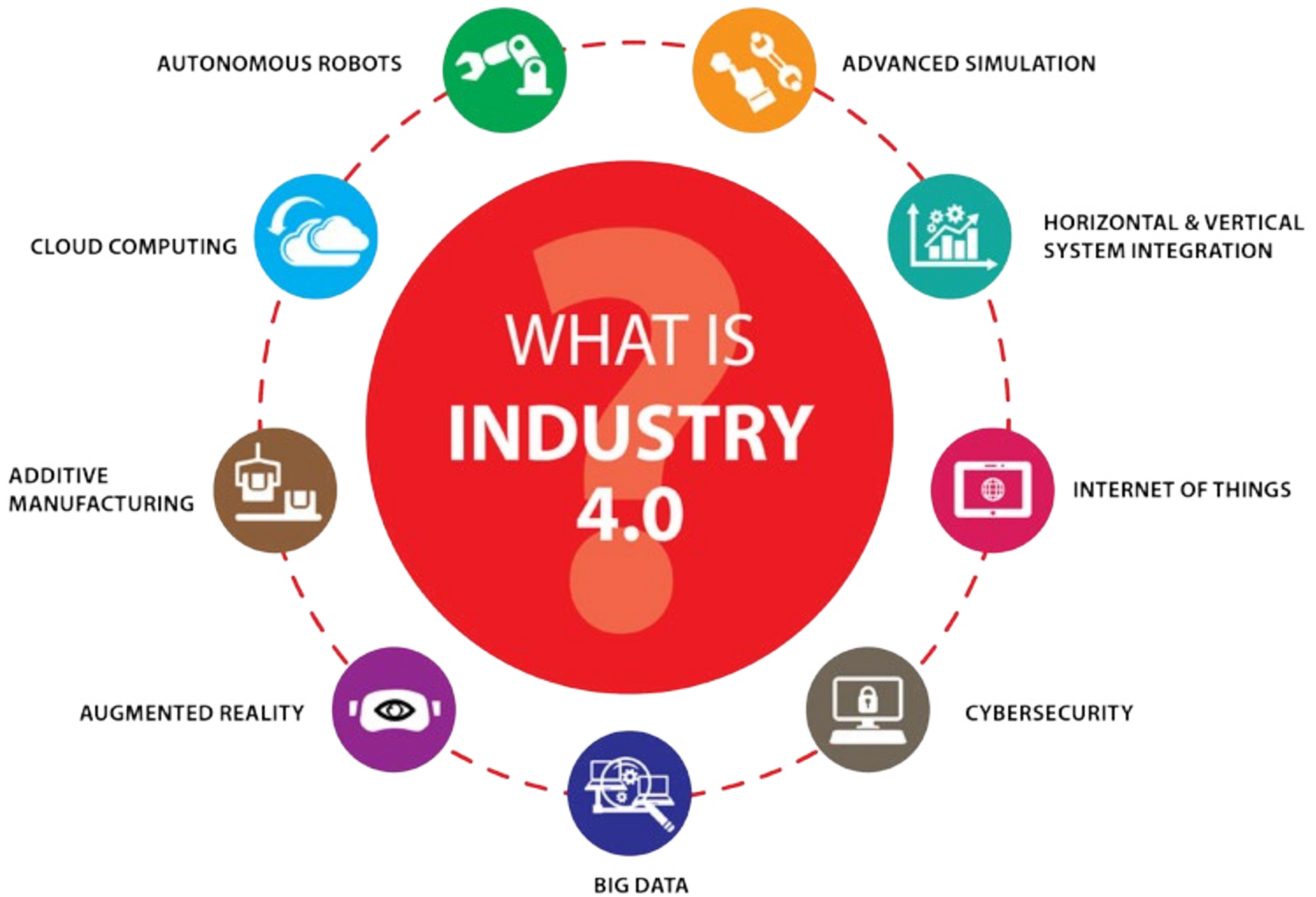
Dato' Shaharuddin strongly believes attitudes and behaviour play the most important role in the departments. "All of my officers need high integrity. That is why all my speech and talk during the meeting, I would spend at least 5 minutes to emphasise on the essential of attitudes and behaviour in performing their duties." This statement sounds perfect because regardless of how good the regulation is and how tight of the procedure is, if people have the intention to break the rules, they would have their innovative and creative ways to bypass the rules. Then, this group of people would use rational reasons to justify their behaviour until they feel it is "okay" to proceed with their wrong behaviour.

As an enforcement agency, he cares about the talent development of his employees. AKSEM would conduct 7 times of team building in a year. In this program, the element to be focused include the elements of attitudes and behaviour and the methodology to nurture their integrity. In addition, the team building programs also aim to increase the interaction between the officers to promote the understanding between them.

Conclusion

The change does not come easy, especially in a uniform body. There are a lot of protocols and procedures that come along the process. However, Dato' Shaharuddin is firm with this philosophy - Do not burden others! that contributes to the success of change in his department. The most interesting part, though Dato' Shaharuddin is not a psychologist, he has applied behavioural intelligence in his strategies to boost the productivity of the department. He has applied the principle of FEAST (Fun, Easy, Attractive, Social and Timely) to create nudges for his officers to change and form the right behaviour.

Are You Ready?



**WE ARE HERE
TO HELP YOU!**

Industry 4.0: The Way Forward

Are you **ready** with the **change** in **industry 4.0**?

Have you **understood** the **application** and **adoption** of **industry 4.0**?

INTRODUCTION

Since the beginning of the internet, the internet has had a growth of about a thousand per cent. In the last 20 years, we have seen unprecedented change in the number of people that use the internet and use it for business, for personal life, and so on. For the fourth industrial revolution, it has started and kicked off right now and because of technology, specifically internet-related technology is going to propel us much further than we could over what we would anticipate. The fourth industrial revolution central key part about the time when men and machine come together. It is a time when artificial intelligence will work to create different outcomes as we have never seen before and the industrial revolution. Regardless of what we are going to do, the technology would be a massive part of our lives. So, it is time for us to start adapting ourselves more to technology and start adopting how it can help us, how we can use it to create change to the world. So. It is important for us to understand and leverage industry 4.0 to boost the organisation productivity. As such, we need to be ready with the change. It is very important NOT to use the old paradigm of the business model for the new era of the business environment. Or another way to describe it as, "Don't sell a refrigerator to an Eskimo!"

TARGET AUDIENCE

CEO, business owners, senior management, senior executives who would like to integrate industry 4.0 into their business strategies to create competitive advantage.

MODULES

1. The Evolution of Industrial Revolution and the Framework.
2. Internet of Things (IoT).
3. Additive Manufacturing.
4. Cloud Computing and Cyber Security.
5. Big Data and Analytics.
6. Augmented Reality.
7. Advanced Simulation, Horizontal and Vertical Systems Integration and Autonomous Robots.
8. Simulation for Better: The Future in Industry 4.0.

OBJECTIVES AND LEARNING OUTCOMES

After completing this program, the participants should be able to

- Understand the concept of Industry 4.0.
- Integrate Industry 4.0 in developing a competitive business advantage in business
- Communicate effectively with different stakeholders when dealing with industry 4.0.

Time: 9:00am-5:00pm

Venue: Hotel Istana, Kuala Lumpur

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Irrational Human Behaviour: Evolution of Behavioural Economics

By

Datuk Dr. Leow Chee Seng
Advisor, Humanology Sdn Bhd

Economic theory alone has its limitation to predict human behaviour. Human decision-making behaviour explanatory and predictive power increase with the synergy of psychological plausible and economics theory. Decision-making behaviour is mainly derived from the irrational behaviour that is significant and systematic enough to warrant the development of behavioural economics.

Behavioural economics? This study is actually “new” when the concept of psychology, behavioural sciences, biology, economics and finance integrate to understand how human perform choices and decision making. This article shares about psychology and classical economics that have evolved in the field of behavioural economics.

Let’s start by understanding psychology from the perspective of Hedonic psychology. Hedonic psychology observed the tendency of humans to quickly return to a relatively stable level of happiness despite major positive or negative events or life changes. In this situation, under hedonic psychology, human tends to seek to maximise pleasure and minimise pain. In an economic perspective, we make choices to maximise some objective function, mainly optimising or maximising profits.

Classical economic theory always assumes that people are always rational and take decisions accordingly. This concept is explained as equilibrium and efficiency in classical economics. However, in the real world, we are facing choices. Jeremy Bentham and W. Stanley introduced the utility maximisation concepts where pain and pleasure govern us in all our decision making and behaviour. Before choosing, we would consider all alternatives and find the opportunity cost to maximise our satisfaction or happiness. Is it true?

We assume that if a person has RM10, he has to choose between buying a movie ticket or buying lunch. According to classical economic theory, he would make a decision that would maximise his satisfaction. Assuming that he is hungry during the decision making, we would predict that we would spend RM10 for lunch. Is it true? Continue reading to get the answer.



Turning back into perspective of psychology, Behaviourism (From about 1920 through the mid-1950s) is a method of how to apply the systematic approach to understand human behaviours are either reflexes produced by a response to certain stimuli. In this concept, humans tend to focus on what can be publicly observed than on what must be experienced. People’s feelings, emotions, pain and pleasure can be observed through the selection of choices through their preferences. This concept is vital because preference is the fundamental of human decision making and choices.

In between the 1950s and 1960s during the cognitive revolution where scientists started looking into things in our head such as belief, images, desires, symbols and rules. At the same time, the introduction of the metaphor of the brain as an information processing device that looks into concepts, memory, decision making, and problem-solving.

After considering the cognitive revolution, scientist realised that human has the ability to consider all the alternatives we have. As a result, the more alternatives to choose, the higher the experience of opportunity cost. In such a situation, people would have less satisfaction when there are various choices of alternatives.

Reviewing back the example, a purchase between movie tickets and lunch. At some situation, human tends to act differently. If we review the classical economics theory, people will buy food to satisfy hunger (Physiological needs). However, let's assume that the person has a different agenda. Let's imagine that this person is a teenage boy. He has been trying to get close to a girl. He knows the girl would love to watch the movie. He might sacrifice his hunger and decide to buy the movie ticket to get close to the girl. In this scenario, the elements of emotions, love, attachment, peers influence take into consideration for decision making.

There are many examples that classical economic theory cannot accurately predict human decision making. Hence, the field of behavioural economics comes into the picture to help to design a better strategy for government and corporate.



Nature of Human and Classical Economics

The behavioural economics is it takes on the standard economists view of people being an entirely rational mathematical machine. Behavioural economics take that on to say that people are boundedly rational, and information, cognitive constraints, and other ways in which we think about things constrain decision making.

We are social animals and not robots. As a result, standard economics would have a limitation when

analysing human behaviour. In standard economics practice, we assume that we are self-interested, but we have evolved to be very socially aware, and so we interact with one another all sorts of ways. For example, before making a decision or choice, we might ask an opinion from our peers. Our decision might be changed when interacting with others - perceived norms.

Behavioural economics always connect with what we have that is social preferences. For example, we don't like to see inequality, unequal outcomes, whether we are suffering ourselves, or we see someone else suffering. Hence, human behaviour can also be influenced by the perception of social preferences. For example, the riot in Hong Kong claimed as a leaderless riot. The youth at the age of 13 can join the riot and get caught because they perceive the society became injustice, and they are happy to "sacrifice" themselves for the nation. During the period, the social preference to riot was so strong, and they would not care about the consequences and their future.

Another characteristic of human decision behaviour is influenced when we learn socially. So, for example, if you see a long queue at a restaurant and there is a restaurant next door with no queue at all. Often, we will assume that the crowd, that the queue knows something that we don't and so we will join that queue.





Surprisingly, from our research, some customers told us they might have reason to visit the next restaurant as their friends might have recommended them to the other restaurant was actually good, but they ignore that and so all the private information about how good that restaurant without the queue might get lost, and so we follow, we herd along behind the others. This is real human behaviour. Interesting right?

Classical economic theories mentioned the human is highly motivated by money. Does it apply to all scenarios? Definitely not! We are motivated by things other than money, and so behavioural economists and economic psychologists talk about intrinsic versus extrinsic motivation.

What are extrinsic motivations? Extrinsic motivation is the motivations that come from outsiders, and money would be one of them. Punishment would be another, but behaviour competencies are that we are also most motivated by intrinsic motivations such as the desire to do a good job, pride in our work, all those sorts of things, and once we acknowledge that these motivations and

incentives are more complex, it helps us to understand far better how workplaces operate.

Do you know that the human decide quickly? In the standard economics, it assumes that we use a lot of information, we think quite carefully about the decision that we make, but in reality, we are often constrained, have to decide quickly or may be faced with a wide range of choices or a lot of information and it is very confusing for us. With Industry 4.0, the scenario is getting worse. Human is overflowing with information, with a mobile phone with us; we are fed with a lot of information. With an average attention span reduced to as short as 8 seconds, the pattern of how a human does decision changed.

Human links into this quick-thinking idea. Daniel Kahneman and Amos Tversy in their book *Thinking Fast and Slow*, popularise some of these ideas. In the book, it describes that human idea is with quick thinking; it is using heuristics; it is using the rule of thumb to enable us to decide quickly. However, the trouble with using these heuristics is that people make mistakes, and that happens mainly in the contexts of risk. We are not

very good at risky decision making, so there is various discontinuities or various irregularities in the way we decide when we are facing a risk that is not captured very well by standard economics. Now, you start to understand why classical economic theories limitation.

We are not very good at forward planning, and so we suffer from present bias. So that we don't mean that we are not impatient, it means we are disproportionately impatient in the short term. This is a nature of human being and when conduct strategic thinking session on decision making, always take into consideration of present bias that might lead us to the unfavourable decisions.

In standard economics it is to an extent where individual differences are neglected. Now in modern economics, economics would allow that difference in age or gender, socio-demographic characteristics; they can have an influence. But generally, the role of personality, moods, and emotions are not allowed in standard economics, and this is a particularly fascinating area of behavioural economics because it is acknowledging that different personality types affect how people decide and choose. That is why understanding the heart of human emotions, and human personality is the

fundamental knowledge before venturing into the core of behavioural economics.

Behavioural economics is not well designed for capturing macroeconomic behaviour because behavioural economics assumes that people might be interdependent; they might learn from each other. All these personalities and individual differences, all these sorts of things, make it very difficult to aggregate, and the point about the standard macroeconomic models is they have got the aggregation problem solved. If you assume that everyone is the same, you add every individual up, you got your macroeconomy, but in behavioural economics that's a lot more complicated because people are interacting, people are different, and so in terms of behavioural. Macroeconomics that is one of the significant challenges for behavioural economics to do, to capture behavioural economics more effectively.

The knowledge of behavioural economics is it is beneficial to policymakers. So, Richard Serra and Cass Sunstein wrote the pioneering book, *Nudge*, all about how policymakers can use nudges to change behaviour, and there are various nudges that people use. They can use, and they have widely used one's default options.

Classical (Rational) Economics	Behavioural Economics
People are making decision making with a logic all the time.	A lot of behaviour is not rational.
People behaviour always predictable with the same patterns.	Not all human behaviour is predictable.
People attempt to maximise their utility in all instances.	The human does not subscribe to rational choice theory and can forgo maximising utility.
People are not affected by emotion, and people always think of their future.	People do decide according to emotions, social interactions and environment.
People would spend time to obtain information and decide when full informationis received.	People may make a decision spontaneously without getting the full information.

Positive Work Attitudes and Behaviour for Productivity: The Know-How in Industry 4.0

How to **nurture** positive **work attitudes** and **behaviour** at the **workplace**?

Do you know the **effective methodology** to create **positive work attitudes** and **behaviour** boost **productivity** in the **organisation**?

INTRODUCTION

Positive work attitude is essential for the delivery of high-quality service. Lack of right attitude is the leading cause of conflicts at work. The right attitude has always been the key to the success and the failure of the company. Most attempts to implement changes aimed at improvements fail because employees do not have the right attitude towards work. This is a common grouse raised by managers and HR professionals alike. This one-day introductory program introduces participants to how positive attitude are developed and how they lead to high performance. The central theme of the program comprises critical beliefs and assumptions necessary for forming a positive attitude that steers organisations forward and helps them implement business strategies through the active participation of employees.

TARGET AUDIENCE

All the employees in the organisation who contribute to productivity in the organisation.

LEARNING OUTCOMES

After completing this training, participants should be able to:

- Master an incredibly powerful psychological trigger that gets you going with amazing enthusiasm & initiative every day.
- Learn to anchor your wins & change your state of mind instantly!
- Recondition your mind to think, believe & act positively & powerfully at all times.

MODULES

1. Positive Work Attitudes and Behaviour as Performance Determinant.
2. The Iceberg: The Values.
3. Handling Negative Behaviour at the Workplace.
4. Creating Sustainable Positive Attitudes and Behaviour at the workplace.
5. Communicating Positive Workplace.
6. Positive Attitudes and Behaviour at Your Hand.
7. Birds and Feathers flock together.
8. Creating Sustainable Positive Attitudes and Behaviour.

13 November 2019 - 14 November 2019

(Wednesday - Thursday)

Time: 9:00am-5:00pm

Venue: Hotel Istana, Kuala Lumpur

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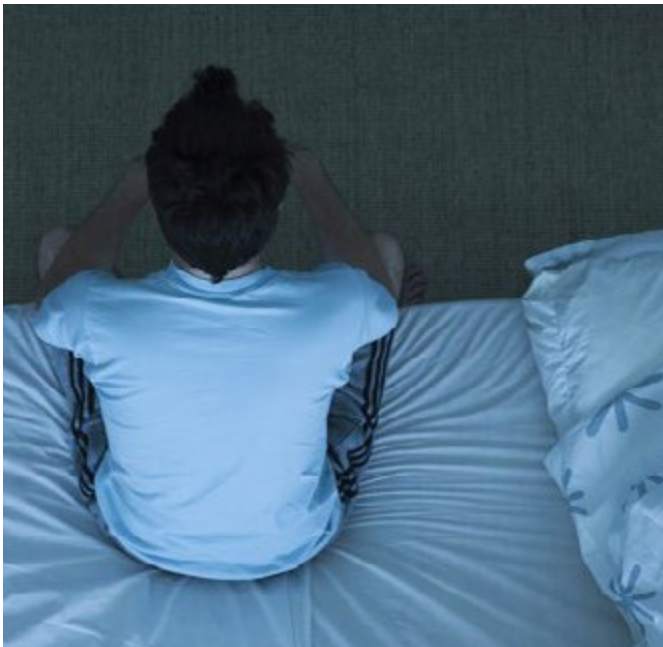
Managing Stress and Handling Emotion

By

Mr. Noor Mohamed Bin Mohamed Younus

Modern-day conundrum

Stress is described as, "that which disturbs a person's mental and physical well-being (Morrison). Stress manifests by asymptotic behaviours such as mood swings, insomnia, substance abuse, chronic fatigue, appetite ambivalence and extreme cases of drugs and alcohol abuse (Cooper).

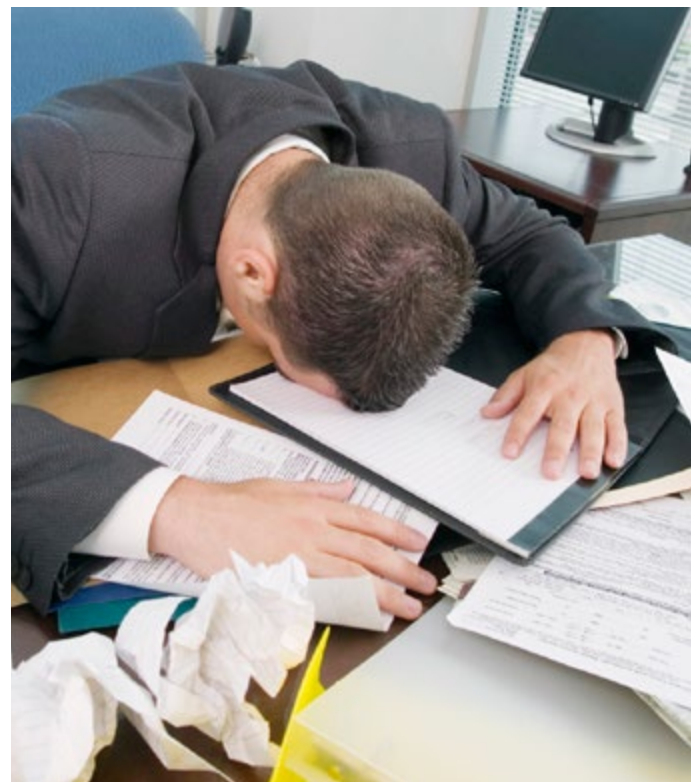


Stress is inevitable and caused by multiple factors such as divorce, work-related, death, personal conflicts, marriage, catastrophic events, loss of a job, moving to a new environment, new job, relationship issues, pregnancy, finance, stock market, and the list goes on.

Stress need not always be negative and there is positive stress, called eustress and negative stress is termed as distress. Example of eustress are getting married, new job promotion, getting a baby, it's a mixture of anxiety with joy.

Categories of stress

Albrecht has grouped stress into four categories; time stress, anticipatory stress, situational stress and encounter stress. This would be elaborated in detail during the workshop.



Stress cannot be eradicated; however, it can be managed, ergo the term; stress management was conceptualised. In essence, stress management identifies the source of the stress and advocates coping mechanisms.

On the same accord, stress is managed either positively or negatively, smoking is a universally recognised stress management tool, and it's hazardous

to health but permitted by law. Alcohol is another avenue for stress release, and in moderation, it's beneficial, but excessively, it's damaging to the body and mind.



Stress management

Stress management advocates many methods, and there is no cookie cutter formula as what's good for the goose may not be good for the gander. Transcendental meditation, yoga, breathing, exercising are known methods however for members of the C-suite, these may be inadequate, and a systematic method is relevant to ensure that will sustain throughout their career and personal life.



Many stress relief techniques can be practised while on the job or at the workstation and quick-fix methods, and this needs practice as each person needs to find a suitable method that dovetails with his persona. Anthony Robbins, the self-help guru who tutors C-suite members advocates finding a few stress release methods to suit the moods of the person.



This workshop will espouse numerous techniques, and like food, one needs to find a suitable palate that meets his appetite.



Fostering Human Relations through Emotional Intelligence: Mindful Leaders of Industry 4.0

Do you know **improving** your **emotional intelligence** enhance **human relation** and **improve** productivity?

How can we **improve** our **relationship** with **colleagues** in the **workplace**?

Do you know how to handle **conflicts relationship** with **emotional intelligence**?

INTRODUCTION

Emotional intelligence in the workplace is almost as important as "traditional" intelligence—and in many cases, it is more important for solving complex problems that require teamwork and the human element. This line of thinking is now considered outdated and ineffective, both in personal life and in the professional realm. Effective leaders must have the high emotional intelligence to effectively motivate, inspire and earn the trust of their teams and to perceive any potential friction or issues before they become problematic.

TARGET AUDIENCE

Anyone in the organisation who needs to interact with people in the organisation, anyone who has the interest to improve their emotional intelligence to improve their productivity.

LEARNING OUTCOMES

After completing this training, participants should be able to:

- Identify their status of emotional intelligence.
- Apply strategies to improve emotional intelligence.
- Apply emotional intelligence to improve the human relationship, especially in the workplace.

MODULES

1. Emotional Intelligence as a Human Relationship Booster.
2. Impact of Emotional Intelligence on workplace.
3. Self-Assessment: Evaluation of Your Emotional Intelligence.
4. Practice Self-Regulation as Emotional Intelligence Booster.
5. Empathy as the Relationship Builders.
6. Relationship Management.
7. Growing in Emotional Intelligence.
8. Handling Conflict Relationship with Emotional Intelligence: The Practical Approach.

3 December 2019 - 4 December 2019

(Tuesday - Wednesday)

Time: 9:00am-5:00pm

Venue: Hotel Istana, Kuala Lumpur

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Communication Needs for Organisational Change

By

Dr. Dayana N. H. Chaskar

Organisational changes often flounder because not enough strategic thought is given to communicating the rationale, the progress and the impact of the change. Communications are important as changes are planned and carried forward. Many difficulties often associated with significant change can be more easily dealt with if there is strategic thinking about what and how to communicate. The process should be based on a good grasp of some principles of communication together with an understanding of the change process.

A well-planned communications process can be most helpful in easing the way to the more effective process. Larkin and Larkin in 1994 (*Communicating Change: Winning Employee Support for New Business Goals*) via their book offered the following three-step advice to organisational leaders that want to communicate change:

1. Communicate only facts – stop communicating values which are best communicated through actions, not by words.
2. Communicate face to face – do not rely on videos, publications or large meetings.
3. Target front-liners – communicating to this group is too important to be delegated.

During transformation, some leaders tend to assume their staff understand what needs to be done. Due to increased pressure, there is sometimes a tendency to shorten directions or reduce communications. This is detrimental as in fact more information is needed during change, and not less. Every staff member needs to assess how he or she will relate to the transformation. Be it a new organisation, a new task or a new technology; people will need to learn how to work together, differently.

Significantly better communication and perception can be achieved by understanding how relationships within the department changes, what is expected from each team member and how the transformation will influence work quality. During change things are always shifting and nothing is permanent. As communication is the key to transformational organisations and change management, it is important for change agents to make their communication complete and clear which involves behaviour, feelings, effects and needs.

The following are communication principles to be incorporated in transformation strategy:

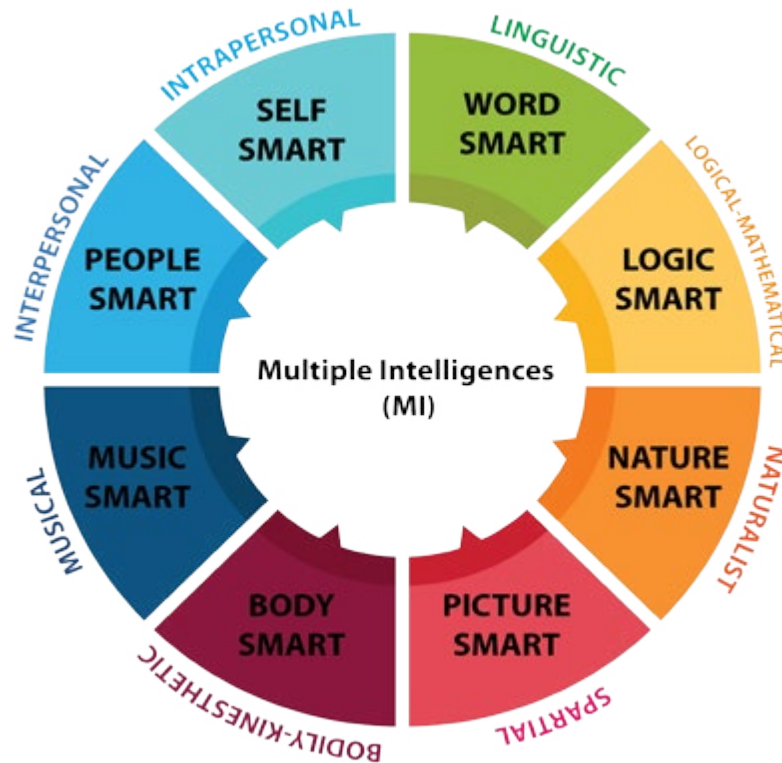
- Message redundancy is related to message retention.
- The use of multi-layered media is more effective than the use of just a single channel.
- Face-to-face communication is the preferred medium.
- The line hierarchy is the most effective organisationally sanctioned communication channel.
- Direct supervision is expected and most effective source of communication in organisation transformation.
- Opinionated and critical leaders are effective changers of attitudes and opinions.
- Personal relevant information is better retained than abstract, unfamiliar or general information.



Multiple Intelligences (MI)

By

Dr. Saiful Amin Jalun



There are some relatively strong argument MI is rather Mission Impossible than Multiple Intelligences when it comes to planning the content, activities and what more the methodology plus activities that need to be carried out. Howard Gardner the father figure of MI argues that there is a wide range of abilities, cognitive and/or otherwise. We have for example been guilty of postulating that a child who learns to multiply easily is necessarily more intelligent than a child who has more difficulty on this task which is a clear opposite path to the realization of MI. The child who takes more time to master multiplication may best learn to multiply through a different approach, may excel in a field outside mathematics, or may be looking at and understanding the multiplication process at a fundamentally deeper level. Nonetheless, even though as a teacher myself, the realization of the time needed, resources required to implement MI in our

classroom is huge, but we must make good attempts at it or risk allowing our students becoming fish who are constantly being tested of tree climbing and failing miserably.





(loyalty to our profession to do the best)

Over the past few decades, research in the field of learning has led to the discovery of the many ways MI can be inculcated in our classrooms. In short, this theory states that each person has different ways of learning and different intelligences they use in their daily lives and we need to plan at least some new ways to have MI as the basis of our educational planning. It is realized that while some can learn very well in a linguistically-based environment (reading and writing), others are better taught through mathematical-logic based learning. Still others benefit most from body-kinaesthetic intelligence (learning by doing with the hands).

research continues in academia all over the world. We need to realize that this is the way forward to ensure that every child/learner are taught and measured based on this realization and thus help them fulfil their roles in life. We have started conducting training on the many ways MI can be integrated in our lessons. Talk to us as we are eager to share the multiple dimensions of MI and the joy plus excitement that await in our classroom for both the teachers and students.



Each person possesses each intelligence to an extent, but there is always a primary, or more dominant, intelligence. The work on multiple intelligences began in the early 1980s with Howard Gardner, and the



Cost-Benefit Analysis: What Makes It Important?

By

Dr. Nur Ain Shahrier

Nearly every business decision requires a cost-benefit analysis. Such an analysis can point out the risks and rewards of decisions or actions. If you don't do a cost-benefit analysis, you run the risk of taking on unprofitable tasks and wasting valuable time and money. Guessing at the benefits or going by instinct can be a recipe for business failure.

A cost-benefit analysis is used to evaluate the risks and rewards of projects under consideration. It can be used to project the potential benefits of investing in marketing ideas, product development, infrastructure enhancements and operational changes. If all potential costs are tallied accurately and the benefits outweigh the costs, the considered investment may be a good choice.

The information obtained during a cost-benefit analysis makes budgeting easier. If you have all the



possible costs listed, you can project the budget needed to undertake the project. The anticipated benefits can also be used to project revenues if they can be quantified into financial goals. Both of these considerations are useful when preparing budgets and sales projections.

Cost-benefit analysis is useful for government who must choose among several potential projects. After



Sand Management Option Cost-Benefit Analysis

examining profitable projects for potential benefits, you can prioritize investments, choosing the projects with the greatest benefit and lowest cost to invest in first. In this way, you can achieve the fastest return on your investment and use remaining capital to fuel additional projects.

Once the benefits of possible projects are understood, they can be used to set benchmarks and goals for the project itself. Quantifiable benefits can be used to set concrete revenue goals. Other benefits can be used to set productivity, time or other management goals. Goals can be set for various types of projects, including marketing, finance, management and human resources.





Humanology Public Programme 2020

MONTH	DATE	PROGRAMME TITLE
JANUARY	14 January - 15 January	New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way
FEBRUARY	26 February - 27 February	Pricing Challenges? No! It is the Pricing Strategy that Works!
MARCH	11 March - 12 March	Leading in the Humane Way: Showing Compassion while Being Productive
APRIL	15 April - 16 April	Body Language Exposed
JUNE	10 June - 11 June	Managing Stress and Handling Emotions: The Industrial Revolution Way
JULY	15 July - 16 July	Communication Excellence using NLP: Impact of Industry 4.0
AUGUST	12 August - 13 August	Nudge or Fudge: Creating Extraordinary Strategies
SEPT	23 September - 24 September	Organisational Integrity and Ethics: Leading in Industry 4.0
OCTOBER	6 October - 7 October	Innovative and Creative Mindset at Work
	21 October - 22 October	Make Project Management Fun
NOVEMBER	18 November - 19 November	Sexual Harrassment: Physically and Mentally Well Prepared
DECEMBER	8 December - 9 December	Coaching and Mentoring for Performance

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JULY



Majlis Rumah Terbuka Aidilfitri at Institut Integriti Malaysia



Majlis Rumah Terbuka Aidilfitri at Institut Integriti Malaysia



Sambutan Hari Pelaut 2019 at Institut Latihan Pengangkutan Laut



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training

JULY



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training



New Paradigm and Breakthrough Leadership: Leading the Industry 4.0 Way Training

JULY



**Problem Based Learning
at KDU University Training**



**Problem Based Learning
at KDU University Training**



Direct English Raya Open House



Direct English Raya Open House



Direct English Raya Open House



Direct English Raya Open House

JULY



Courtesy Visit to Jabatan Perkhidmatan Kuarantin dan Pemeriksaan Malaysia (MAQIS)



Courtesy Visit to Agensi Kawalan Sempadan Malaysia (AKSEM)



Courtesy visit to Dewan Bahasa Dan Pustaka



Information Sharing from Jabatan Pendaftaran Pertubuhan Malaysia



Training for Sexual Harrassment and Prevention by Dr. Dayana Chaskar



Teknik Pertahanan Diri daripada Gangguan Seksual

AUGUST



**Humanology Induction Program
at Hotel Istana**



**Humanology Induction Program
at Hotel Istana**



**Humanology Induction Program
at Hotel Istana**



**Humanology Induction Program
at Hotel Istana**



**Managing Difficult Employees using NLP:
Is it Your or Them? Training**



**Managing Difficult Employees using NLP:
Is it Your or Them? Training**

AUGUST



**Managing Difficult Employees using NLP:
Is it Your or Them? Training**



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Is it Your or Them? Training**



**Managing Difficult Employees using NLP:
Is it Your or Them? Training**

AUGUST



Courtesy Visit to Bank Islam Malaysia Berhad



Body Language for Practioner Training at Lembaga Hasil Dalam Negeri



Body Language for Practioner Training at Lembaga Hasil Dalam Negeri



Body Language for Practioner Training at Lembaga Hasil Dalam Negeri



Body Language for Practioner Training at Lembaga Hasil Dalam Negeri

AUGUST



**Communication Excellence with NLP:
Impact of Industry 4.0 Training**



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Impact of Industry 4.0 Training**



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AUGUST



Courtesy visit to TNB Integrated Learning Solution - ILSAS



Courtesy visit to TNB Integrated Learning Solution - ILSAS



Courtesy visit to TNB Integrated Learning Solution - ILSAS



Courtesy visit to TNB Integrated Learning Solution - ILSAS



SME Leadership Conference 2.0 at Mines



SME Leadership Conference 2.0 at Mines

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**SME Leadership Conference 2.0
at Mines**



**SME Leadership Conference 2.0
at Mines**



**SME Leadership Conference 2.0
at Mines**



**SME Leadership Conference 2.0
at Mines**



**Soaring Leaders to Higher Levels:
Leaders in Digital Age Training**



**Soaring Leaders to Higher Levels:
Leaders in Digital Age Training**

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**Soaring Leaders to Higher Levels:
Leaders in Digital Age Training**



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**Soaring Leaders to Higher Levels:
Leaders in Digital Age Training**



Soaring Leaders to Higher Levels: Leaders in Digital Age Training

AUGUST



Kursus Marketing Ninja : Memaksimumkan Keuntungan DanMeningkatkan Penjualan Produk Stok Bekalan Makanan (SBM)



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Kursus Marketing Ninja : Memaksimumkan Keuntungan DanMeningkatkan Penjualan Produk Stok Bekalan Makanan (SBM)

SEPTEMBER



High-Impact Manager: Managing in the Age of Industry 4.0 Training



High-Impact Manager: Managing in the Age of Industry 4.0 Training



High-Impact Manager: Managing in the Age of Industry 4.0 Training



High-Impact Manager: Managing in the Age of Industry 4.0 Training



High-Impact Manager: Managing in the Age of Industry 4.0 Training

SEPTEMBER



Majlis Pelancaran Dokumen Pengembangan Jabatan Perikanan Malaysia



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SEPTEMBER



Meeting with POS Malaysia



Meeting with Kumpulan Wang Simpanan Pekerja (KWSP)



Meeting with Kumpulan Wang Simpanan Pekerja (KWSP)



Courtesy Visit



Courtesy Visit



Courtesy Visit

SEPTEMBER



Courtesy Visit



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SEPTEMBER



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