

HUMANOTORIAL

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GOOD, DO EVIL
REAP EVIL**

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FAVOURITISM?
CRONYISM**

**WHY YOU CAN'T
RESPOND TO
CLIENT
INQUIRIES:
PREPARATION IS
KEY**

**7 STEPS TO
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HAPPENINGS

JULY

July was packed with movement and meaningful connections. Humanology strengthened ties through courtesy visits to agencies such as MTDC, JAKIM, MYIPO, TalentCorp, MIGHT, Institute Integrati Malaysia, Multimedia University, YIM, Jabatan Standard Malaysia, Perbadanan Stadium Malaysia, UITM, and Jabatan Kebajikan Masyarakat. Our Leadership Development Programme (LDP) series continued with modules on Analytical Thinking, Agile Leadership, PMO Awareness, Team Leadership, and Connected Influence, sharpening leadership capabilities across all levels. We also conducted Science for Body Language and a Sexual Harassment Workshop, while supporting academia through Student Research Project Supervision — rounding off a month of growth, collaboration, and continuous learning.

AUGUST

August stood out as a month of strategic engagement and leadership growth. The highlight was the Seminar Inside Government: Strategic Engagement and Influence, Humanology's annual public program that brought together leaders, policymakers, and professionals to explore effective influence within the public sector landscape. Throughout the month, the Leadership Development Programme (LDP) continued with modules on Visionary Leadership, Strategic Action Mastery, and The Power of Influence, sharpening participants' ability to think, plan, and lead with impact. Humanology also hosted ChatGPT Unlocked, Training of Trainers, and provided Qualitative Research Supervision, while strengthening partnerships through courtesy visits to Institut Latihan DBKL and Yayasan Tunku Abdul Rahman.

SEPTEMBER

September was filled with meaningful engagements and collaborative momentum. Humanology continued its outreach through courtesy visits to MARA, Akademi Sains Malaysia, Jambatan Kedua Sdn. Bhd., MYSA, and RTM, deepening partnerships across education, science, infrastructure, and media sectors. The month also featured a training discussion with MyCC, the Science for Body Language session, and LDP MIDA – PMO Session 3, reinforcing continuous learning and leadership excellence. To close the month on a heartfelt note, Humanology participated in Majlis Secangkir Kasih ASWARA, celebrating unity and appreciation within the creative and academic community.



THE WOMAN WHO'S REBUILDING THE FUTURE

Zainora Bt Zainal

Chief Executive

Construction Industry Development Board (CIDB)

Trailblazer at the Helm: YBrs Puan Zainora Zainal Leads CIDB into a New Era

In December 2024, history was made when YBrs Puan Zainora Zainal stepped into the role of Chief Executive at the Construction Industry Development Board (CIDB) Malaysia — becoming the first woman ever to lead the organisation since its establishment. She succeeded Datuk Mohd Zaid Zakaria and brought with her more than just experience — she brought vision, resilience, and deep institutional insight.

Zainora is no stranger to CIDB. Over her remarkable 26-year journey within the organisation, she has climbed through the ranks with grit and grace, serving in roles that shaped the very core of CIDB's operations — from Director and Senior General Manager to her

previous post as Deputy CEO. Her steady rise speaks volumes of her commitment to the industry and her unmatched understanding of its inner workings.

Beyond internal leadership, she plays a key role at the national level as a member of the committee responsible for formulating policies, programmes, and standards that drive Malaysia's construction sector forward. Her influence is not only strategic but also deeply human-centric — especially in the realm of safety and wellbeing.

In 2024, she was honoured with the prestigious MiSHA Anugerah Perdana Keselamatan dan Kesihatan Pekerjaan, a recognition of her relentless efforts to elevate occupational safety and health (OSH) standards across the construction industry. Under her leadership,

safety is no longer a compliance checkbox — it is part of the culture.

Puan Zainora represents a new chapter for CIDB: one where experience meets innovation, and where leadership is not only defined by position, but by purpose.



A Sector at a Turning Point

The Malaysian construction fraternity has reached a symbolic mile-marker: thirty years since the Construction Industry Development Board (CIDB) was created to lift standards and professionalise the trade. Today, that anniversary coincides with a far tougher test. Digital tools once dismissed as “for tomorrow” are already standard on neighbouring job sites,

lenders now screen projects against carbon footprints, and contractors juggle razor-thin margins amid volatile material costs. Into this moment steps Zainora Zainal, CIDB’s newly minted Chief Executive, fresh from her first hundred days on the job—a trial period that often reveals whether a leader can translate headline vision into work-site reality.

Her opening act was swift and hands-on. She convened contractors and regulators in the same room, trimmed red tape around permits, and accelerated upskilling programmes in Industrialised Building System (IBS) and Building Information Modelling (BIM) so that site supervisors could speak the same digital language as project consultants. The goal was simple: prove that CIDB can still move at the pace of industry pain points, not at the rhythm of statutory review cycles.

Those early moves feed a bigger timetable. CIDB’s current Construction 4.0 Strategic Plan, set to run through 2025, is already being recalibrated; a follow-up roadmap for 2026-2030 will push twelve emerging technologies across modelling, virtualisation, and smart-site automation into mainstream tender requirements. One example of what “mainstream” now looks like sits just across the Strait of Johor: a Singapore contractor tripled productivity by deploying two autonomous painting robots, managed by a single technician with a tablet—an object lesson in how quickly labour dynamics can flip once machines do the repetitive strokes.

The backdrop to all this change is not merely technological; it is economic. After rebounding 14.6 percent in the first half of 2024, Malaysia’s

construction sector is forecast to expand another 13.7 percent in the second half and sustain an 8.55 percent compound annual growth rate through 2030. Budget 2025 shores up that momentum with a pipeline of public-works spending that promises both civil-engineering and sustainability dividends. The implication is clear: whoever masters digital productivity and low-carbon delivery standards fastest will capture the lion's share of upcoming contracts.

Against this high-pressure, high-opportunity canvas, Zainora's mandate transcends routine administration. It is about recasting CIDB from a compliance watchdog into an enabler of green, data-driven, globally competitive builders. Her next steps—detailed in the pages ahead—will show whether the agency can make that leap and, in doing so, rewrite what it means to build Malaysia's future.

A Milestone Start: The First 100 Days

The first thing colleagues noticed was the tempo. On her second morning, Zainora cancelled two courtesy calls and replaced them with a “war-room” huddle that drew together approval officers from CIDB, the Public Works Department, and Kuala Lumpur City Hall. The brief: map every permit step that caused contractors to lose time or money. By week six the team had trimmed duplicate safety audits, merged overlapping forms into a single e-portal, and introduced a digital checklist that lets site managers upload evidence in real-time—a change contractors say already saves a working week on medium-size projects.

Engagement did not stop at regulators. Zainora's phone log shows back-to-back calls

with union leaders worried about robotisation, tech vendors pitching digital-twin platforms, and SME contractors who struggle to afford software licences. Those conversations fed directly into a new batch of capacity-building grants and short-form workshops. Within ninety days, more than 500 supervisors had graduated from fast-track modules on Industrialised Building System (IBS) assembly and Building Information Modelling (BIM), leaving the training yard with a digital twin of a live project rather than a paper certificate.



But this quick start was about more than just speeding things up. Zainora knew that CIDB's longstanding credibility depended not just on regulation, but on responsiveness. She set aside Fridays specifically to meet smaller contractors—those typically drowned out by larger industry players. She hosted informal listening sessions, inviting SMEs to openly discuss their barriers: from delayed payments and complicated licensing processes to confusion about digital construction standards. One memorable session ran late, and instead of cutting it short, she ordered dinner and stayed until every contractor had spoken. Small gestures like this were rare in industry-government dialogues but spoke volumes about CIDB's refreshed leadership style.

Behind the scenes, her policy team rewrote CIDB's Construction 4.0 Strategic Plan to pull forward several initiatives originally slated for 2025. The revised schedule locks in twelve emerging technologies—grouped under Modelling & Simulation, Digitalisation & Virtualisation, and Smart Construction—and sets quarterly milestones so progress can be tracked as rigorously as a building schedule. Zainora herself sat through demos of autonomous cranes and robot-assisted plastering, keenly aware of regional case studies, like Singapore's painting robots, that showed how quickly technology could reshape industry dynamics.



Workforce development received equal attention. The newly launched Construction Skills Qualification Framework (CSQF) now gives clear grade levels to site trades, while Akademi Binaan Malaysia has been charged with delivering hands-on upskilling in IBS, BIM, and renewable-energy construction across four regional centres. Visits to these training academies became a regular part of her weekly routine—checking progress personally rather than relying solely on written reports. She challenged academy instructors to sharpen training content, even suggesting they

incorporate live project scenarios from actual sites CIDB oversaw.

Within these initial hundred days, Zainora sent clear signals: she intended CIDB to operate as a true partner rather than merely as a regulator. Decisions would be quicker, responses more practical, and goals clearly measurable. The result was an energized, collaborative environment that had staff talking excitedly about their work for the first time in years. Taken together, these “first-100-day wins” represented not just policy tweaks or training modules, but the start of deeper cultural reform—an acknowledgment that if CIDB wanted industry to innovate and change, the organisation itself had to lead by example.

Digital Foundations: Embracing Construction 4.0

Zainora Zainal came into CIDB fully aware that Malaysia's construction sector was at a technological crossroads. For decades, the industry thrived on tried-and-tested methods, heavy manual labour, and familiar site practices. However, these same approaches were now slowing down projects, inflating costs, and gradually pushing the sector behind regional peers. Her solution was straightforward yet ambitious: CIDB had to drive a nationwide pivot toward digitalisation, anchored in three clear strategic pillars—Building Information Modelling (BIM), Industrialised Building System (IBS) with Prefabricated Prefinished Volumetric Construction (PPVC), and site robotics.

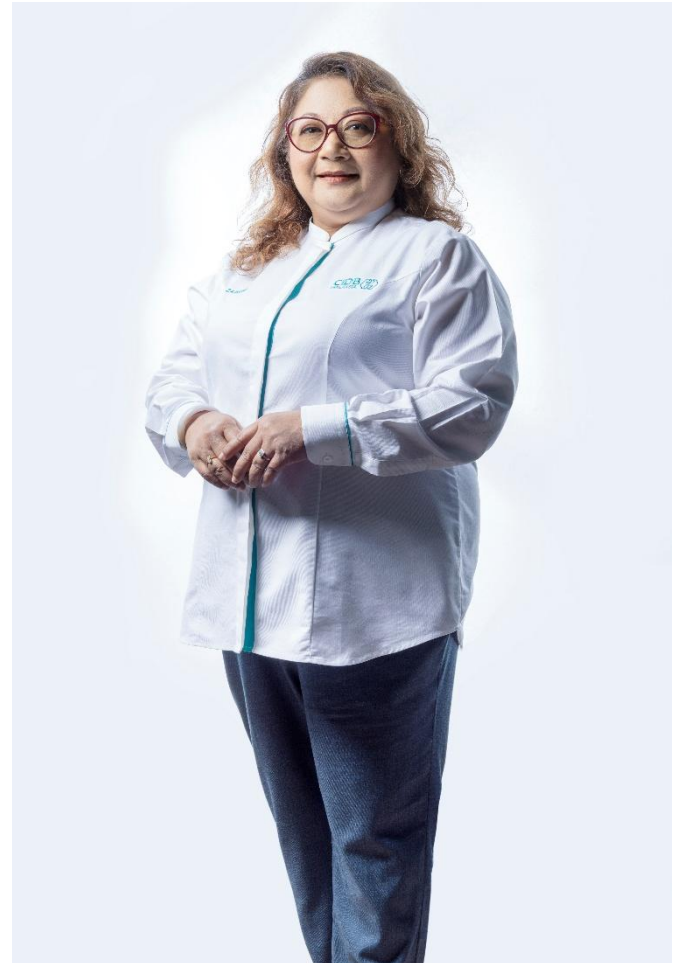
First among these pillars was BIM, a digital approach that creates detailed virtual models—

or "digital twins"—of construction projects. BIM goes beyond visualisation, allowing real-time collaboration between architects, engineers, and contractors from the earliest design stage through to project completion. This drastically reduces conflicts, cost overruns, and delays that have historically plagued the sector. To accelerate adoption, Zainora directed CIDB to rapidly expand BIM training, especially targeting smaller contractors who had previously found such technology intimidating or cost-prohibitive.

The second pillar, IBS and Modular Construction, represented an even bigger shift for Malaysia. IBS involves prefabricating building components off-site before assembling them like Lego blocks at the construction location. While IBS was familiar, Modular Construction (PPVC) represented its advanced form—entirely prefinished modules manufactured off-site and installed directly at the building site. Popular in developed economies like the United Kingdom, Japan, and Australia, modular construction has started gaining traction in Malaysia under Zainora's stewardship due to its compelling advantages: shorter build times, improved sustainability, and fewer on-site workers needed. Despite the undeniable upfront cost challenges, CIDB under Zainora is proactively addressing these issues through incentives, training grants, and coordinated dialogues between suppliers, developers, and government agencies.

The third strategic pillar is robotics and automation—a significant leap for an industry traditionally built on labour-intensive practices. Across the causeway, Singapore provided an eye-opening example. In one widely studied

case, two autonomous painting robots allowed a single technician equipped with just a tablet to complete painting tasks three times faster than a typical team of manual labourers. This wasn't just a neat demonstration of technology; it was a vivid example of how automation could quickly redefine productivity benchmarks in construction. Inspired by these successes, CIDB is introducing similar trials locally, with autonomous cranes equipped with advanced sensors and guidance systems already making an appearance at pilot project sites.



Zainora knew these changes could not remain fragmented initiatives. Her overarching vision was captured clearly in CIDB's revised Construction 4.0 Strategic Plan (2021–2025), now sharpened to reflect current industry needs,

and more significantly, in the upcoming 2026–2030 roadmap. Scheduled to launch soon, this next-stage blueprint outlines the coordinated rollout of twelve transformative technologies grouped into three clusters—Modelling and Simulation, Digitalisation and Virtualisation, and Smart Construction. The plan isn't a theoretical framework; it's a carefully structured implementation roadmap, with clear milestones and assigned responsibilities to ensure CIDB's digital ambitions translate swiftly from conference rooms to construction sites.

Building Green: From MyCREST to cESG

Alongside digital transformation, sustainability stands prominently at the heart of Zainora's strategy. Gone are the days when "green construction" was an afterthought or a mere marketing angle; it is now central to securing investments, regulatory compliance, and long-term competitiveness in the global market. To align Malaysia's construction sector with international best practices and environmental targets, CIDB under Zainora launched an ambitious sustainability campaign built around practical tools, incentives, and guidelines.

At the core of CIDB's green push is the newly developed Construction ESG Framework (cESG), Malaysia's first comprehensive set of Environmental, Social, and Governance principles tailored specifically to construction. The framework guides contractors and developers to incorporate ESG considerations throughout their projects—from initial designs to daily operations—ensuring environmental accountability, social responsibility, and transparent governance. CIDB didn't simply introduce the framework; it followed through by conducting intensive workshops and training sessions, especially for small and medium-sized enterprises (SMEs) that traditionally find ESG compliance costly or overly complex.



Another significant CIDB initiative championed by Zainora is MyCREST—the Malaysian Carbon Reduction and Environmental Sustainability Tool—which provides a structured method to measure and reduce carbon emissions throughout a building's lifecycle. Not limited only to buildings, CIDB also introduced INFRASTAR, a tailored rating tool specifically developed to assess the sustainability of infrastructure projects. INFRASTAR helps embed environmental, social, and economic

sustainability criteria into major infrastructure projects, promoting best practices from initial project planning through to long-term operational stages.

However, Zainora understands that technical tools and frameworks alone cannot drive change unless paired with meaningful financial incentives and support. CIDB is collaborating closely with government agencies to introduce attractive fiscal incentives and grants for companies adopting green construction methods. These measures reduce the financial barriers that previously deterred builders from fully embracing sustainable practices, making green construction not only possible but financially rewarding.

Under Zainora's leadership, CIDB's approach to sustainability is practical, comprehensive, and strategic—aiming to move the entire Malaysian construction industry from compliance-focused ESG adoption toward genuine environmental stewardship. Her initiatives have positioned Malaysia's construction sector not merely to meet today's expectations, but to lead sustainably in tomorrow's increasingly green global market.

People at the Core: Closing the Skills Gap

From her very first days in CIDB, Zainora understood clearly that no amount of technology or sustainability initiatives could drive meaningful transformation without skilled and motivated people on site. Malaysia's construction industry has long struggled with heavy reliance on foreign workers, low local participation, and a persistent skills mismatch. Recognising this gap, Zainora placed workforce

development at the very heart of CIDB's strategic agenda.

Her starting point was the Construction Skills Qualification Framework (CSQF)—a clear, structured certification pathway that defines competence standards across various construction trades. The CSQF was not merely an administrative change; it was designed to elevate professionalism by offering a transparent progression from entry-level roles to advanced supervisory and specialist positions. For workers, especially younger Malaysians considering construction careers, the framework created a credible roadmap showing how skills and wages could advance together, turning jobs once perceived as temporary into viable long-term professions.



To rapidly scale up training, CIDB's Akademi Binaan Malaysia (ABM)—the frontline training institution under CIDB's wing—received a significant boost. ABM expanded its curriculum dramatically, adding advanced courses in Industrialised Building System (IBS), Building Information Modelling (BIM), renewable energy installation, and even smart construction technologies. Zainora personally reviewed ABM's programmes, insisting they move beyond theoretical teaching and deliver

practical, hands-on training. Workers now graduate from ABM programmes fully ready to step directly onto project sites, equipped with real-world expertise instead of just classroom theory.

But Zainora knew CIDB alone could not drive this change. She therefore initiated close partnerships with Technical and Vocational Education and Training (TVET) colleges and institutions nationwide. These collaborations were designed to streamline training programmes, aligning them directly with industry needs. TVET institutions now deliver CIDB-recognised certifications, effectively doubling training capacity and ensuring consistency across the board.



To attract younger Malaysians, CIDB under Zainora also launched public outreach

campaigns aimed specifically at reshaping perceptions of the industry. By showcasing success stories of locals thriving in modern, technology-driven roles in construction—rather than traditional manual labour—CIDB made tangible progress toward shifting the image of the industry. This rebranding, coupled with better working conditions, clearer career pathways, and improved pay, has gradually begun drawing young Malaysians back into construction.

Zainora's vision is clear: Malaysia's construction workforce of the future must be highly skilled, predominantly local, digitally savvy, and fully prepared to embrace technological innovation. It's an ambitious goal, but under her guidance, CIDB has taken significant strides toward making it a reality.

Tackling Industry Headwinds

No matter how strategic CIDB's vision was, Zainora quickly realised she could not overlook the urgent industry pressures that contractors grappled with every day. Rising raw material costs, labour shortages, and frequent project delays were immediate threats to profitability and efficiency, demanding swift action.

One of the first major steps CIDB undertook under her leadership was addressing cost volatility, particularly fluctuations in steel, cement, and timber prices. Rather than simply urging patience, CIDB moved proactively, facilitating dialogues between contractors and suppliers to secure pricing agreements and promoting the wider use of alternative building materials. By encouraging innovations like recycled composites and modular construction

techniques, CIDB under Zainora offered contractors tangible pathways to reduce their exposure to volatile pricing.

Labour shortages presented another challenging front. Malaysia's heavy reliance on foreign labour was exacerbated by tighter immigration controls, global disruptions, and local reluctance to join the construction workforce. In response, CIDB intensified upskilling programmes to increase the productivity of existing workers. Automation, including robotics and autonomous equipment—previously considered niche solutions—was also given priority, reducing contractors' dependence on large manual labour pools. Initiatives such as autonomous cranes for heavy lifting and robotics for repetitive tasks, piloted on several CIDB-facilitated projects, quickly demonstrated their potential to lessen reliance on traditional manpower.

Project delays and inconsistent quality posed perhaps the most sensitive challenge. Contractors faced pressures not only from tightening profit margins but also rising client expectations. Recognising this, CIDB ramped up enforcement and inspection efforts. Under Zainora's direction, CIDB implemented stricter regulatory oversight, improving transparency through digital monitoring tools that allow real-time verification of project milestones and safety standards. While tighter enforcement initially drew concern from some contractors, CIDB balanced it by simultaneously simplifying regulatory procedures, easing compliance burdens through streamlined online platforms, and digitising previously cumbersome processes.

Additionally, financial support became another critical lever. CIDB worked closely with government agencies to introduce targeted assistance—financial grants, soft loans, and digital-adoption subsidies—aimed specifically at small and medium-sized contractors hit hardest by market uncertainties. Zainora emphasised accessibility, ensuring that these initiatives reached businesses quickly and transparently.

Zainora therefore did not merely react to industry headwinds; it anticipated and proactively addressed them. The approach was practical and immediate: improve material flexibility, boost labour productivity through training and technology, enforce higher quality standards, and ease financial pressures. Through this multi-pronged strategy, CIDB ensured the industry was not just weathering the challenges of today but preparing robustly for tomorrow's landscape.

Empowering SMEs & Strategic Partnerships

When Zainora assumed leadership of CIDB, she recognised immediately that the health of Malaysia's construction sector relied significantly on the strength of its small and medium-sized enterprises (SMEs). SMEs form the backbone of the industry, yet historically they faced severe limitations—restricted capital access, tight margins, and daunting technological barriers. Under her watch, CIDB shifted gears decisively to provide SMEs with not only a lifeline but a robust springboard for growth.



Her approach began with capacity-building. CIDB introduced dedicated SME-focused training and workshop programmes aimed at simplifying digital adoption. Practical courses on Building Information Modelling (BIM), Industrialised Building Systems (IBS), digital project management, and basic construction robotics became a regular feature. These sessions were designed specifically for SMEs that previously perceived technology as complex or prohibitively expensive, ensuring the transition to digital construction was gradual and financially viable. CIDB even partnered with technology firms to offer discounted software packages, drastically reducing entry barriers.

Yet training alone was insufficient. Recognising SMEs' frequent struggle to fund new

technology, Zainora's CIDB championed financial support measures tailored explicitly to smaller enterprises. Working closely with key government agencies, CIDB facilitated grants and subsidies to cover initial costs associated with digitalisation. SMEs embracing technologies such as modular construction, BIM, or even simple digital monitoring systems quickly received financial relief, encouraging faster adoption.

A particularly innovative tool developed under Zainora's tenure was the Construction Digital Maturity Index (CDMI)—a simple yet powerful benchmarking system that allowed SMEs to assess their own digital readiness clearly. Through CDMI, contractors could evaluate their operational processes, technology usage, and management capabilities, pinpointing exactly where they stood in the digital transformation journey. CIDB then guided SMEs in setting achievable milestones, mapping out practical pathways to improve their digital maturity step-by-step.

To bolster strategic market growth for Malaysian contractors, CIDB also actively nurtured international partnerships, most notably with the Master Builders Association Malaysia (MBAM). Zainora positioned CIDB not as a competitor, but as a genuine partner, collaborating closely with MBAM to promote joint trade missions and international business matching events, particularly targeting markets in ASEAN and the Middle East. These initiatives, including flagship events such as MBAM OneBuild and International Construction Week (BuildXpo), allowed Malaysian SMEs unprecedented opportunities to form alliances, secure contracts abroad, and

learn best practices directly from international peers.

Under Zainora's leadership, CIDB's partnership with MBAM became a model of productive collaboration—driving policy advocacy, capacity-building, and international business opportunities simultaneously. SMEs, once limited to local contracts, began actively engaging in projects across Southeast Asia and the Middle East, demonstrating their capability and boosting Malaysia's industry reputation on a global scale.

Vision 2030: A Resilient, Sustainable, Digital Industry

Beyond immediate policy and programme adjustments, Zainora Zainal's true legacy at CIDB lies in her bold, forward-looking vision for Malaysia's construction industry, culminating in what she calls Vision 2030. It is not just a series of aspirations, but a clearly defined blueprint designed to position Malaysia as a regional leader in resilient, sustainable, and digitally-driven construction.

At the heart of this vision is automation and technology integration. CIDB under Zainora has already started embedding smart construction technologies—such as robotics, autonomous machinery, and Artificial Intelligence-driven management systems—deeply into its strategic framework. By 2030, Zainora envisions fully automated job sites as common practice rather than pilot experiments. Project timelines will shrink significantly as robotics handle repetitive and dangerous tasks, freeing human talent to focus on higher-value roles. Automation, she believes, is not a job

destroyer but a catalyst for new roles requiring higher skills, thus fostering sustainable industry growth.



Equally important is her emphasis on Environmental, Social, and Governance (ESG)-aligned governance. Recognising the construction sector's outsized impact on climate and communities, CIDB introduced Malaysia's first industry-specific Construction ESG Framework (cESG). This transformative framework ensures sustainability is no longer optional but embedded into all phases of construction—from planning and design through execution, maintenance, and demolition. Tools like MyCREST and INFRASTAR, enhanced under her leadership, are now mandatory benchmarks guiding industry compliance, significantly reducing the environmental footprint of future projects.

To make ESG integration more practical, CIDB's long-term vision also involves robust financial incentives and support programmes, rewarding early adopters and industry champions of sustainability. By 2030, Zainora envisages Malaysia as a model country within ASEAN, recognised globally for best practices in sustainable construction, achieving its net-zero ambitions well ahead of regional peers.

Finally, Zainora's Vision 2030 places significant emphasis on workforce excellence. She understands clearly that the industry's resilience and global competitiveness depend entirely on skilled human capital. CIDB's long-term strategy includes comprehensive investment in vocational and advanced digital skills training through academies such as Akademi Binaan Malaysia, strategic TVET partnerships, and widespread implementation of the Construction Skills Qualification Framework (CSQF). By systematically developing a digitally fluent, professionally recognised, and highly competent local workforce, CIDB ensures Malaysia's construction sector remains robust and future ready.



In sum, Vision 2030 represents Zainora's commitment to building an industry capable of responding swiftly and effectively to future economic and environmental challenges. By proactively investing in technology, embedding sustainable governance, and prioritising workforce development, CIDB under her guidance is laying foundations not just for buildings but for a resilient and innovative sector that future generations of Malaysians can depend upon and be proud of.

Case Study of State Government: The State Government of Melaka under Puan Zainora Zainal (2024–2025)

In Malaysia's fast-evolving construction landscape, few stories stand out like that of CIDB Melaka between 2024 and 2025. While construction boards are often seen as regulatory bodies, CIDB under the leadership of Puan Zainora Zainal proved it could be something more. In Melaka, it became a steady hand for the state government — not only enforcing laws, but enabling vision. Not just inspecting worksites but unlocking long-term public value. Over two years, more than 30 strategic programmes were rolled out by CIDB Melaka. But behind those numbers is a bigger story: of how a federal agency aligned itself with the goals of the State Government of Melaka — helping to shape safer projects, stronger contractors, smarter systems, and ultimately, better outcomes for the rakyat.

Laying the First Brick: Understanding the State's Priorities

The story begins with listening. Rather than entering the state with a fixed federal lens, CIDB under Puan Zainora first sought to understand what Melaka needed. This started with institutional dialogues — not just with agencies, but with vendors, universities, local authorities, and even health departments.

In January 2025, CIDB became a technical partner to the Melaka Industrial Booster (MIB) — a state initiative aimed at attracting high-value investments. CIDB joined the early-stage planning to ensure industrial projects aligned with Akta 520 and construction compliance

frameworks. By being present from the start, CIDB helped reduce risks, speed up approvals, and ensure only registered and competent contractors were recommended for execution — indirectly protecting public funds and increasing project viability.

Building Safely, Together

Construction without compliance is a ticking time bomb. Recognising this, CIDB Melaka ramped up its enforcement and advisory work. Through the Tindakan Tatatertib SPKK, CIDB issued 70 warning letters and suspended nine SPKK registrations in 2024. The following year, warnings dropped to 35, with only four suspensions — a sign of rising compliance among contractors, many of whom were now better trained and more transparent in their operations.



But CIDB didn't just stop at enforcement. It joined the state's Dengue Task Force, working hand in hand with the Health Department and local councils. Stagnant water at construction sites had been fuelling Aedes outbreaks. CIDB used its own data and manpower to map high-

risk sites, monitor water disposal, and work directly with contractors to improve site hygiene. It was construction work supporting public health — and it mattered.

Investing in Human Capital for Melaka's Future

One of the most impactful contributions of CIDB during this period was its commitment to growing the construction workforce. Through its Penilaian Kompetensi Kemahiran (PKK) programme, CIDB certified 1,174 skilled workers in 2024 and another 419 in 2025. These were not just numbers. They were individuals — welders, electricians, supervisors — now empowered to contribute safely and competently to Melaka's physical development. Supervisory and leadership roles were also prioritised. CIDB issued over 200 formal accreditations for site supervisors, construction managers, and project managers. These certifications helped the State Government indirectly by creating a pool of qualified personnel for state and municipal projects — reducing dependency on unqualified or foreign manpower, while increasing accountability on-site.

CIDB also reached into the education system. A visit by 44 students from Kolej Komuniti Batu Pahat became more than just a field trip — it opened real conversations about careers in construction. Later engagements with Kolej Agrosains Malaysia (UCAM) brought home the message that construction could be a smart, modern, and ethical profession. For a state that depends heavily on infrastructure and industrial investment, this kind of workforce planning matters.

Partnerships That Strengthen State Institutions

CIDB worked closely with local authorities to improve institutional processes. In Melaka's capital, CIDB collaborated with MBMB's One Stop Centre (OSC), improving how construction approvals were reviewed. By ensuring that only registered contractors participated in projects, CIDB helped the city reduce legal risks and raise quality benchmarks.

This collaboration deepened during the Bulan Integriti Nasional, when CIDB co-hosted a governance and integrity programme with MBMB. The event, which involved over 100 contractors and local officers, addressed contractor ethics, financial transparency, and public project accountability. In an industry often marred by hidden costs and grey practices, CIDB helped shine a light — and in doing so, earned the trust of the state.

Green Goals, Grounded Realities

Sustainability wasn't a buzzword — it was a deliverable. With Melaka's ambition to become a Smart and Low-Carbon City by 2035, CIDB played a pivotal role in moving construction in the right direction. Through active promotion of MyCREST and Sustainable INFRASTAR tools, CIDB helped state agencies measure carbon impact, energy use, and lifecycle performance of their buildings and infrastructure.

More than 10 agencies, including JKR, SPNB, and all major municipalities, participated in CIDB-led sessions that clarified how sustainability scores affected project funding, contractor eligibility, and building approvals. For Melaka, these tools became a way to match

state-level climate goals with on-the-ground implementation — without compromising cost or delivery.



Infrastructure that Works — and Keeps Working

CIDB didn't just help build — it helped maintain. In a session with higher education institutions, CIDB shared strategies for long-term maintenance of state-owned buildings. From drainage issues to energy systems, the focus was on risk-based maintenance — a step that could save millions in state expenditure while improving safety for students and staff.

Similar advisory sessions were held with PLUS Berhad, Telekom Malaysia, Syarikat Air

Melaka, and Indah Water Konsortium. The aim: to avoid overlaps, clashes, and delays in major infrastructure works. CIDB became the convener of these conversations — not to control, but to connect. And in doing so, the agency reduced disruption risks while increasing public satisfaction with state services.

A Mosque, a Message

One project stood out for its quiet symbolism — the Surau Taman Tasik Utama. Built through a combination of community donations and state funds, the mosque's construction was facilitated by CIDB. It wasn't a flagship project or a news headline. But it mattered. It showed that CIDB was willing to lend its resources to projects that built social capital, not just physical infrastructure.

Closing Gaps in the Private Sector

CIDB's SCORE coaching programme in July 2025 brought together more than 40 contractors — mostly from grades G2 to G7 — and walked them through their digital maturity, quality benchmarks, and business readiness. Many of these contractors later participated in state tenders with better documentation, safety records, and financial transparency. This uplifted the state's vendor ecosystem and supported fairer competition in public procurement.

A Partnership Worth Continuing

Puan Zainora's leadership turned CIDB Melaka into more than just a branch office. It became a model of what happens when federal mandates

align with state ambition. Every visit, every training, every enforcement memo served a dual purpose: to uphold national standards, and to unlock state-level impact.

Melaka benefitted not just from tighter construction control, but from a genuine partner in public service delivery. With CIDB's support, the state saw stronger contractors, safer worksites, smarter cities, and a better-prepared workforce.

As the state looks to 2030 and beyond, one thing is clear: a strong, collaborative CIDB isn't just good for construction. It's good for governance.



The Way Forward: Nurturing Aspirations, Building Futures

As CIDB Melaka turns the page to its next chapter, the road ahead is not about starting over. It is about deepening roots, expanding

partnerships, and translating today's credibility into tomorrow's legacy. Under Puan Zainora Zainal's leadership, the future is not left to chance—it is actively being built.



A clear expression of this direction is the upcoming Program Aspirasi Kerjaya Pembinaan, scheduled in October 2025 at MITC Melaka. More than just another event, it symbolises CIDB's long-term commitment to aligning federal expertise with state needs.

This initiative represents a powerful convergence of stakeholders—from contractors to counsellors, students to policymakers—brought together for a shared mission: to uplift the construction sector not just with bricks and

mortar, but with skilled people, ethical governance, and meaningful vision.

The programme has two pillars:

1. *Seminar Sinar Kerjaya TVET Pembinaan* will spotlight career paths, skills development, and training sponsorship opportunities for Melaka youth. It will feature real-life success stories from industry leaders, including experts in oil and gas infrastructure—a booming sector where TVET graduates can thrive.
2. *Sesi Dialog Kepimpinan Pembinaan* will convene federal leaders, state officials, and GLCs for strategic conversation on the direction of Malaysia's construction sector. With participation from the Ketua Menteri Melaka and national construction leaders, the dialogue will address sectoral challenges, workforce reforms, and policy innovations for Melaka's infrastructure future.

What makes this programme especially strategic is its alignment with Melaka's aspiration to be a high-income, industrialised, and smart state by 2035. By placing workforce development and inter-agency collaboration at the centre, CIDB is not just helping the state build infrastructure—it is helping it build institutional readiness and economic resilience.

The inclusion of “Sinar Kasih: Harapan Buat Keluarga Pekerja Binaan,” a CSR activity for the families of construction workers, reflects CIDB's commitment to human-centred development. It reminds us that behind every

certified site supervisor or newly built flyover, there is a family hoping for a better life. And that is where CIDB Melaka is directing its next wave of energy.

Looking ahead, three strategic thrusts define the way forward:

1. Future-Proofing Melaka's Workforce

CIDB will expand its certification pathways and explore modular TVET programmes in partnership with Kolej Komuniti, ILP, and ABM. The goal is not only to supply skilled labour to Melaka's megaprojects but to anchor long-term employability and career mobility for its youth.

2. Strengthening State-Federal Industry Governance

CIDB intends to formalise joint enforcement protocols with MBMB, MPHTJ, and JKR Melaka, ensuring consistent quality checks from design to delivery. This integrated approach will enhance Melaka's reputation for safe and compliant infrastructure.

3. Driving Green Construction and ESG Adoption

Building on the momentum from MyCREST and INFRASTAR, CIDB will scale up green construction advocacy through targeted briefings and fiscal incentives. The aim is to help Melaka lead in ESG compliance among Malaysian states and unlock green financing for its public projects.

In every plan, one constant remains: the belief that construction is not only a technical activity—it is a public good. As the agency looks forward, CIDB Melaka under Puan Zainora's leadership is not just positioning itself for compliance excellence. It is positioning the state for competitive advantage, people-first governance, and sustainable transformation.

And if the past two years have proven anything, it is this: when institutions work with heart and strategy, the future becomes not only possible—but built to last.



Conclusion: Building More Than Structures — Crafting a Legacy of Leadership

Puan Zainora Zainal's story at the helm of CIDB is not just one of operational reform or programme execution. It is a narrative of transformation — one where leadership, vision, and humility met at a moment of industrial transition. In just under two years, she has redefined the function of a federal agency from one rooted in enforcement to one driven by collaboration, foresight, and human development.

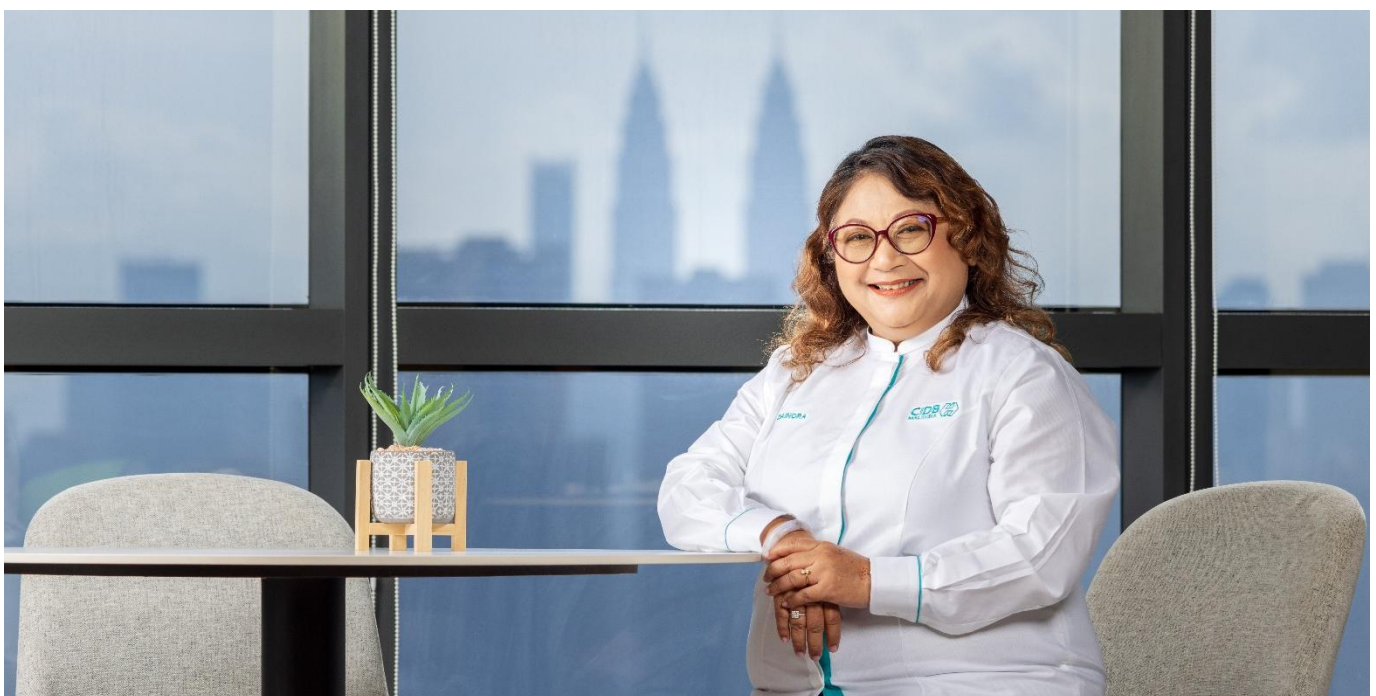
From the training yards of Akademi Binaan Malaysia to the strategic corridors of state policymaking in Melaka, Zainora's leadership has left fingerprints on every level — national, state, and grassroots. She did not just ask the construction industry to change. She showed CIDB how to lead that change with credibility and care.

Her approach is modern yet grounded. Ambitious, yet measured. Under her leadership,

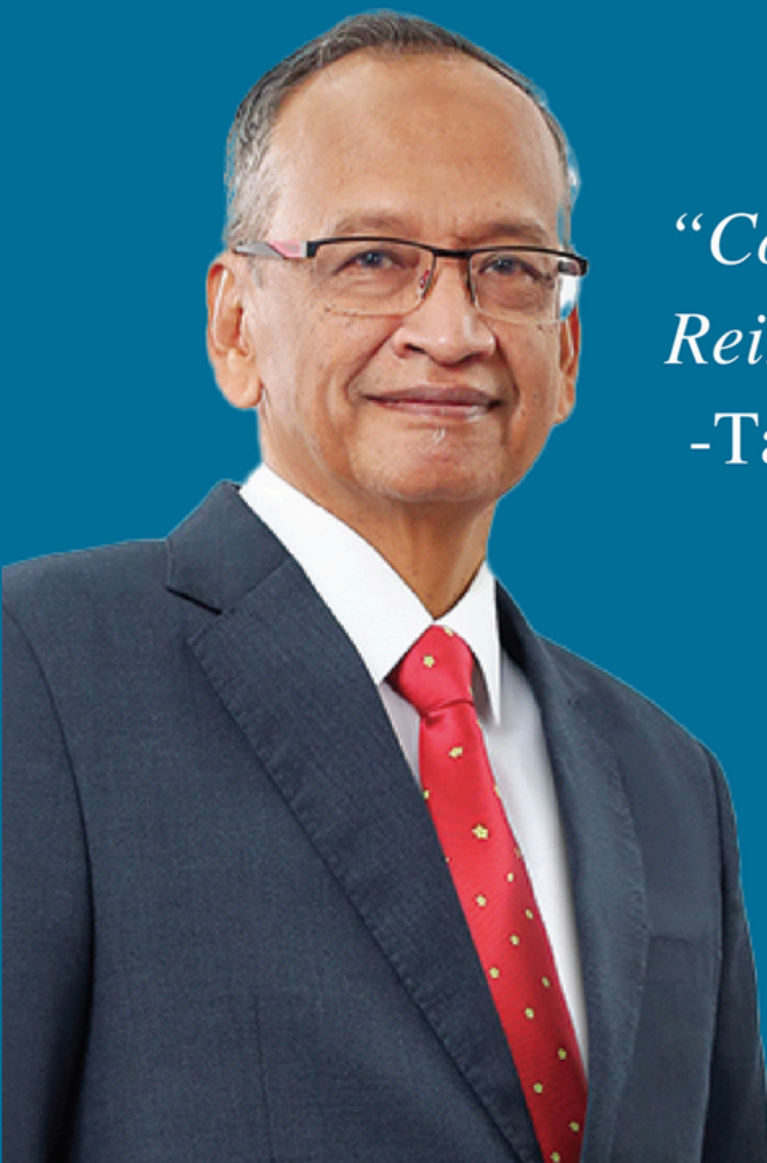
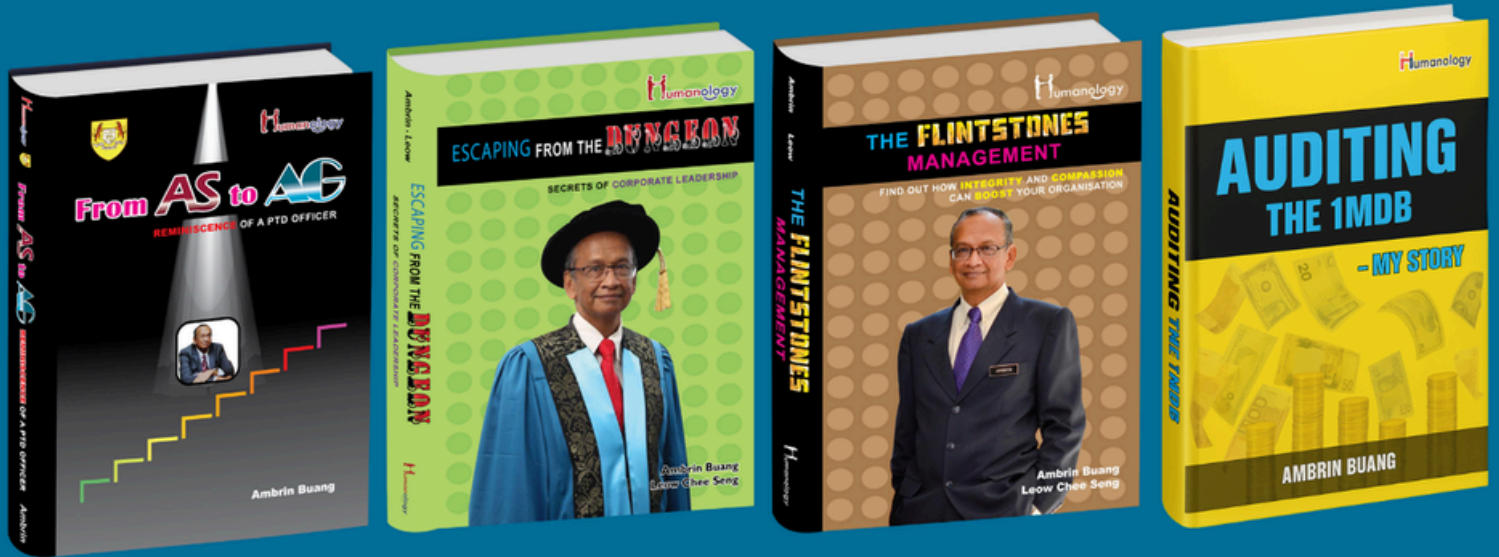
CIDB is not just regulating construction — it is shaping the future of cities, careers, and communities. The results speak for themselves: increased digital adoption, more certified local workers, improved regulatory efficiency, and stronger partnerships with states like Melaka. The agency is now a trusted bridge between federal policy and local execution.

Most importantly, Puan Zainora has returned dignity to the people in the industry — the supervisors, technicians, small contractors, and apprentices who are so often overlooked. She made them part of the conversation. She brought integrity and aspiration back to the sector.

In the years ahead, as Malaysia pursues its Vision 2030 goals for a sustainable and high-income nation, the foundation laid by CIDB will be critical. That foundation is not just built on policies and pipelines — it is built on leadership. And with leaders like Puan Zainora Zainal, that foundation is strong, steady, and ready for what comes next.



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"I have the best performance of anybody on my team, and my employer has recognised me and awarded me several honours and recognitions, so why don't they promote me?" "I have the best performance of anyone on my team."

"Since no one is monitoring me right now and my boss is out of the office on business, it is totally acceptable for me to procrastinate on my work and daydream for a little while," I added. "Since no one is watching me right now and my management is out of the office on business."



In the world of work, situations like these can occur regularly. Despite this, the question of whether or not the outcome or the prize that was awarded to the person was fair is typically the subject of controversy.

In light of this, we should discuss the psychological repercussions of each potential

outcome of the various situations. How are these two different situations relevant to the challenges that a leader face today?

Leadership in the New Era

It was a pleasant surprise to see that many senior and top managers at many organisations continue to operate with a manager's attitude. For instance, they would continue to stay and descend to the ground to remedy the problem with the operation. In point of fact, the tasks of senior management place an emphasis not on execution but rather on strategic planning, managing, and monitoring. We require the upper management to manage the organisation strategically and think conceptually while allowing the subordinates to deliver from an operational standpoint.



Unhappily, some top management's thinking continues to focus on the operational side rather than the strategic side. As an illustration, let's look at the Inland Revenue Board of Malaysia. When there is an increase in the number of

customers served at the counter, a typical leader will suggest that the number of staff members employed to serve clients at the counter be increased. However, given that it will eventually result in an increased capacity, this approach is not one that can be considered sustainable. This choice is analogous to treating the symptoms of sickness with medication rather than investigating the underlying cause of the problem.

Finding out what the underlying problem is should be a priority for senior management, who are responsible for strategic planning. At the strategic level, senior management needs to put an end to actions aimed at putting out fires and start thinking strategically about how to fix the problem at its core cause. To cite just one example, why are there more people paying taxes over the counter? How can we prevent them from needing to come over to the counter by being proactive and providing the information they require? The goal of having zero taxpayers present at the counter should be established by the leaders operating at the strategic level.



This can be accomplished by being sensitive to the needs and wants of customers and being proactive in serving customers either by

providing the necessary information on websites or by providing tax education to taxpayers so that they fully understand the procedures and rulings. Both of these strategies are possible.

Therefore, shifting the mindset of senior and top management is crucial if one wishes to ensure that leaders can adapt and adjust to the severe changes that have occurred in the company environment. How can senior management be prepared to undergo a transformation in terms of their mindset? It is all about taking some time to reflect and then some more time to reflect. This article's goal is to share a mindset shift that senior management has just undergone.

Everything Happens for a Reason

According to the Law of Newton, energy cannot be created but can be transformed from one form to another. This fundamental of science can also be seen clearly in Al-Quran, Surah An Najm: 39 – 42 for us to explain the case study at the beginning of this article.

وَأَن لَّيْسَ لِلْإِنسَانِ إِلَّا مَا سَعَى

"And that there is not for man except that [good] for which he strives" (An Najm: 39)

Do you know three significant truths are gained from this verse?

- (1) Each person will only receive the results of his or her own actions.
- (2) The product of one man's actions cannot be delivered to another unless he has a stake in that action.

(3) No one can accomplish anything without effort.

In their lives, many people may experience feelings of melancholy and disillusionment due to what they have been given, be it in a romantic relationship or even at their place of employment. For instance, a wife may feel let down since she has been providing significant support for the family, but in the end, the husband may have requested that they dissolve their marriage. The same thing happens at work: an individual believes they have made significant contributions to the company but that their efforts are not being recognised or appreciated. As a direct consequence of this, individuals lose their motivation, which in turn leads to a decline in production.

In point of fact, people need to comprehend the influence of cause and effect following Surah An Najm:39, which states that what we are going through at this moment is, in fact, the effects or outcomes of our actions. Although we might not comprehend the layout of the conclusion, in fact, there must be some covert motives that even a layperson like yourself and I can recognise.



As a result, we must always keep a close eye on every action we take. Never assume that people won't notice our activities because they will. Either our good deeds or our bad deeds will manifest themselves as the outcome of our lives in a way that is unmistakable. As a result, before we make any decision, we should always give careful consideration to the consequences that will result in the long term from the actions that we have taken.



Included are the practices that he does directly or the good practices that arise with him as the intermediary or him as the cause because these practices are included in what he strives for. For example, if a preacher ends up giving guidance to others, then praying, reading the Qur'an and the like, then the reward will also flow to him because he has become the reason for that person to get guidance. Among them, such as the words of the Prophet ﷺ,

إِذَا مَاتَ الْإِنْسَانُ انْقَطَعَ عَمَلُهُ إِلَّا مِنْ ثَلَاثَةٍ مِنْ صَدَقَةٍ جَارِيَةٍ
وَعِلْمٍ يُنْتَفَعُ بِهِ وَوَلَدٍ صَالِحٍ يَدْعُو لَهُ

"If a person dies, then his deeds are cut off except for three things (namely): Jariyah charity, the knowledge that is used, or the prayer of a pious child"(HR. Muslim 1631)

Among the examples of Jariyah's charity is the construction of a mosque. When someone builds a mosque, which is used for prayer, reading the Qur'an, dhikr, study and so on, then the reward will flow to that person because that is what he strives for.

Among the examples of beneficial knowledge is the endowment of knowledge as done by scholars when they composed books, and those books were then read for centuries; some were written in the second century and are read until now and continue to provide benefits, so the reward will keep flowing to them. It is appropriate that if a person cannot endow wealth, he should endow knowledge.



As for pious children who pray for their parents, because pious children are our efforts, our education efforts, as the Prophet ﷺ said,

إِنَّ أَطْيَبَ مَا أَكَلْتُمْ مِنْ كَسْبِكُمْ، وَإِنَّ أَوْلَادَكُمْ مِنْ كَسْبِكُمْ

"Indeed, the best of what you eat is (originated) from your efforts, and indeed your children are (results) from your efforts" (HR. Abu Daud no.3528)

Therefore, if our children are educated and then become pious children and pray for us, the rewards will continue to flow to us.

As employees, we are responsible for making every effort to do the task as thoroughly and accurately as we can rather than performing the work carelessly. Despite the fact that both of these things lead to the same outcome, which is that the activity can be finished, the outcome is, of course, different.



A person who does an activity skillfully will invariably get desirable outcomes, whereas a person who performs an activity carelessly will invariably achieve undesirable outcomes.

وَأَنَّ سَعْيَهُ سَوْفَ يُرَى

"And that his effort is going to be seen" (An Najm: 40)

In the life to come, people's deeds will be examined and analysed so that it may be determined what provisions they brought with

them. It is obvious from the context that the previous sentence was referring to the prizes and punishments that will be handed out in the Hereafter. This is because the previous sentence was immediately followed by this one. Those who read the previous statement as an economic theory that may be applied in this world have a misguided view of what the passage is trying to convey.

It is imperative that we uphold the morals and spirit of surah An Najm: 40, which states that whatever we do today will be seen in the not-too-distant future, regardless of how well or poorly we behave. Even if he is not promoted, a good officer will work hard and contribute to the organisation day and night. In return for his efforts, he may receive the joy of receiving simple acknowledgement from his superior. In a similar vein, a person who undermines the efforts of his colleague in order to further his own career should likewise be conscious of the consequences of his own behaviour.



Even if he is successful, he will still be stressed out because of the amount of work he has to do and the potential for the worst-case scenario. His advancement is not based on his capability or merit. As a direct consequence of this, he may have developed a health problem. In addition to this, there is a possibility that he would lose his

job at the company because he is unable to provide the desired outcomes there. Since of this, you should never underestimate the power of Allah because He may just take back whatever has been entrusted to us as easily as removing a finger from your hand.

Both good and bad efforts will be seen on the Day of Judgment, will be seen by Allah and will be seen by the angels. Some of his good deeds will be shown to the public to honour him, and some of his bad deeds will also be shown to the public to shame him. As the word of Allah ﷻ

يَوْمَ تُبْلَى السَّرَائِرُ

"On the day all secrets are revealed"(AT-Thaariq: 9)

Every effort and hard work that we put in at work, even if it is not recognised and appreciated, we should believe that Allah will reward us for it on the day that we return to him, no matter how little appreciation and recognition we receive. However, as good employers, we have an obligation to acknowledge and value every effort put forth by our staff members, even if the results do not meet the standards we have set.

ثُمَّ يُجْزَاهُ الْجَزَاءَ الْأَوْفَى

"Then he will be recompensed for it with the fullest recompense" (An Najm: 41)

My emotions are stirred by verse 41 of the Surah an-Najm. Even the application of scientific theory to its explanation is not out of the question. Let's begin by taking a look at the

first law of motion that Newton proposed. The first law of Newton states that new forms of energy cannot be created, but energy can be converted from one form to another. This law is explained in a basic manner. Newton's third law states that whenever two bodies come into contact with one another, the resulting interaction results in the application of forces that are equivalent in magnitude but opposite in direction. The gravitational force that exists between the two bodies is responsible for this phenomenon. This is precisely what the Surah an-Najm alludes to when it declares that our deeds, in whatever form they may take, will be compensated for in the most comprehensive manner possible.



For instance, employees unethically take advantage of the company by delaying the work, hoping to claim overtime. He may gain his overtime pay without anyone realise it. However, the action of cheating is being watched and monitored by our creator. His action will be fully recompensed for it with the fullest recompense. When the times come, the creator can just take it back with a simple scenario such as damage to a vehicle or even a natural disaster such as a flood.

Nothing is reduced, even a little injustice will be rewarded even a little kindness will be rewarded, as the word of Allah ﷻ,

فَمَنْ يَعْمَلْ مِثْقَالَ ذَرَّةٍ خَيْرًا يَرَهُ * وَمَنْ يَعْمَلْ مِثْقَالَ ذَرَّةٍ شَرًّا يَرَهُ

"So whoever does a particle's worth of good, he will certainly see (retribution), and whoever does a particle's weight of evil, he will surely see (retribution)". (Az-Zalzalah: 7-8).

The Prophet ﷺ also said,

لَا تَحْقِرَنَّ مِنَ الْمَعْرُوفِ شَيْئًا وَلَوْ أَنْ تَلْقَى أَخَاكَ بِوَجْهِ طَلْق

"Don't underestimate kindness even if you meet your brother with a radiant face"(HR. Muslim no.2026)

Everything will have its reward, even if it seems trivial; everything will be rewarded by Allah ﷻ perfectly, be it good or bad, because everything is recorded and nothing is missed.



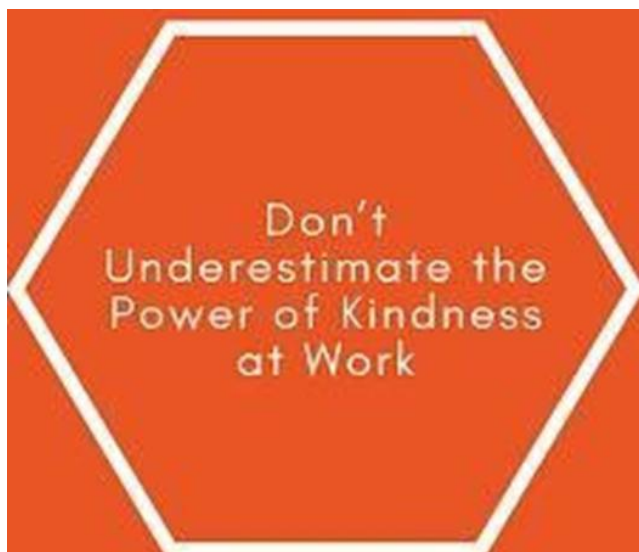
The principle of what comes around goes around is fully reflected in verse regardless of what good or bad we have done. It will fully recompense us.

As employees, we have an obligation to have faith that no matter how modest or significant our contributions to the growth of the company may be, they will be amply rewarded by God. On the other hand, we must not lose sight of the fact that even the smallest amount of evil things we do while we are at work will definitely be amply rewarded by God, even if the deeds we perform are not observed by anyone else. It is important to keep in mind that regardless of how hard we attempt to disguise our emotions, whether they are good or evil, Allah observes and is aware of every gesture made by his servants.

وَأَنَّ إِلَىٰ رَبِّكَ الْمُنْتَهَىٰ

"And that to your Lord is the finality" (An Najm:42)

Our end is to meet God. الْمُنْتَهَىٰ means 'the final place'. All things will be brought before God to be judged. At that time, there was no more effort because it had already entered the revenge part. So we have to try in life. So don't waste our opportunities while living in this world.



So, don't forget this. In everything we do, remember that we will meet Allah eventually, and we will be questioned about what we did. What if we are questioned about our many sins? How can we be safe, then?

That all things are determined by Allah ﷻ, and all affairs ultimately return to Allah ﷻ. About the Day of Judgment, Mahsyar field, heaven and hell, life and death, destiny, sustenance, everything returns to Allah ﷻ

They should never forget that whatever acts and activities they conduct within the organisation are not performed solely for the firm's sake since, at the end of the day, leaders are ultimately answerable to the one who created them. They need to keep in mind that they are not only serving the CEO of the company; rather, they are serving the organisation as a whole, as well as the community and society at large.



This is something that the workers need to keep in mind if they are successful in their roles. No one will enquire about the number of automobiles and properties you own, and no

one will ask us how many zeros are in our bank account. Neither will they ask us how many zeros are in our bank account. At the end of the day, the creator will enquire as to how many people we have assisted today, in addition to how many people we have assisted with feeding in the past. He will also ask how many people we have provided shelter for.

Conclusion

It is recommended that strategic leaders adopt and adjust Surah An Najm: 39–42 as their personal style of leadership. These verses can be found in the Quran. Dare to be different and dare to behave in a way that is advantageous to the nation as a whole.

Both of these things require courage. There is no reason to be concerned as long as the job that we are doing is both valuable to humankind and in conformity with the ethical standards that have been established.

In conclusion, the leader is expected to consistently remind their followers of the relevance of Surah An Najm: 38–42 until their followers are able to retain the principles it specifies as the *istiqomah*. This obligation remains until the followers are able to keep the ideals.



These verses teach that no one can bear the burden of another's sins and that each person will only receive what they strive for.

This reminder helps followers internalize the values of personal effort and moral responsibility, encouraging them to work not only for worldly gains but with a sense of *istiqomah* (steadfastness) in their spiritual and ethical conduct.



The leader's obligation continues until these ideals are fully retained and practiced by the followers, ensuring that their actions align with Islamic teachings both in their professional and personal lives.

In essence, the leader becomes a moral and spiritual guide, helping their followers align their work and actions with the eternal principles of Islam, which lead to success in both this world and the hereafter.



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WHY YOU CAN'T RESPOND TO CLIENT INQUIRIES: PREPARATION IS KEY

When clients ask questions and you find yourself struggling to respond, the root cause is often inadequate preparation. So, how can you effectively prepare to ensure smooth transactions? In this chapter, I will share four key points for effective preparation and three strategies to enhance your readiness.



Understanding the Current Market Environment

Understanding the current market environment is crucial before diving into preparation tips. Nowadays, consumers can easily gather extensive information about your product and industry through various online platforms such as websites, forums, Baidu, and Zhihu. Since clients do their homework in advance, as a salesperson, you must also be well-prepared to handle their questions confidently.

Product Knowledge

To begin with, product knowledge is essential. You need to have a thorough understanding of your product's features, benefits, and value proposition. This includes knowing how your product solves problems, meets customer needs, and offers advantages over competitors. You should be able to explain these aspects clearly and confidently, even if the client does not directly ask about them.

For instance, if you are selling a smartphone, you should be prepared to discuss its unique camera features, battery life, user interface, and how these elements provide a superior experience compared to other brands.

Market Knowledge

Market knowledge is equally important. This involves having a macro understanding of your industry, including market segmentation and competitors. You should know your competitors' strengths and weaknesses and how your product stands out. This knowledge is essential to address any comparisons or questions clients might have about alternative products.

For example, if you are in the automobile industry, you should be aware of the latest market trends, key players, and innovations. You should understand what makes your brand

more appealing, such as safety features, fuel efficiency, or after-sales service.



Process Knowledge

Another critical aspect is process knowledge. Being familiar with the sales process is crucial. This includes knowing each step of your product presentation, how to build trust with the client, and the necessary tools and documents needed to close a deal. Clear process knowledge ensures a smooth and professional interaction with potential buyers.

In the real estate industry, for instance, you should know the process from showing a property to finalizing a sale, including how to handle objections, prepare contracts, and manage financing options.



Customer Knowledge

Understanding your clients is perhaps the most crucial aspect. Customer knowledge includes knowing their needs, preferences, and pain points. Effective preparation in this area helps you tailor your approach and build stronger relationships with your clients.

For example, in the context of selling a B2B software solution, understanding the specific business challenges your clients face, such as workflow inefficiencies or data management issues, and how your software can address these problems is invaluable.



Learn from Industry Experts

Learning from industry experts is a highly effective strategy for preparation. Seek guidance from experienced professionals in your field, such as sales veterans, technical experts, or product developers. These mentors can provide valuable insights into common client questions and effective response strategies. Engaging with them can also give you a deeper understanding of the technical aspects of your product.

For instance, if you sell cars, consider spending time with mechanics or service advisors to learn

about common vehicle issues and customer concerns. This knowledge can enhance your credibility and help you address technical questions more effectively.



Conduct Client Research

Conducting client research is another essential strategy. Engage with both existing and potential clients to understand their experiences, concerns, and satisfaction levels. By conducting surveys, interviews, or informal conversations, you can gather insights that help you anticipate and address future client inquiries.

For example, if you work for a fitness equipment company, talking to long-term users about their initial hesitations and what ultimately convinced them to purchase can provide valuable feedback. Use this feedback to refine your sales pitch and address similar concerns with new clients.

Utilize Online Resources

Utilizing online resources is a powerful way to stay informed and prepared. Leverage the vast amount of information available online through forums, blogs, social media, and industry publications. By staying updated with the latest trends, common questions, and consumer behavior, you can better prepare for client interactions.

For instance, if you are an electronics retailer, following tech influencers and forums where enthusiasts discuss new products and common issues can help you stay ahead of trends and provide informed responses to client inquiries.

Conclusion

To overcome client inquiries effectively, you need to be well-prepared in four key areas: product knowledge, market knowledge, process knowledge, and customer knowledge. Implementing strategies such as learning from industry experts, conducting client research, and utilizing online resources can significantly enhance your readiness. By being thoroughly prepared, you can confidently address client questions, build trust, and facilitate successful transactions.



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CRONYISM?

In this contemporary era, it has been observed that the state of the global economy shifts over the course of a few years.

This shift is not only the reason why our organisations have failed, but it is also the reason why the economy of our country is getting worse.



In today's world, there is a great deal of challenges to be found in relation to the employment process in both the public and private sectors.

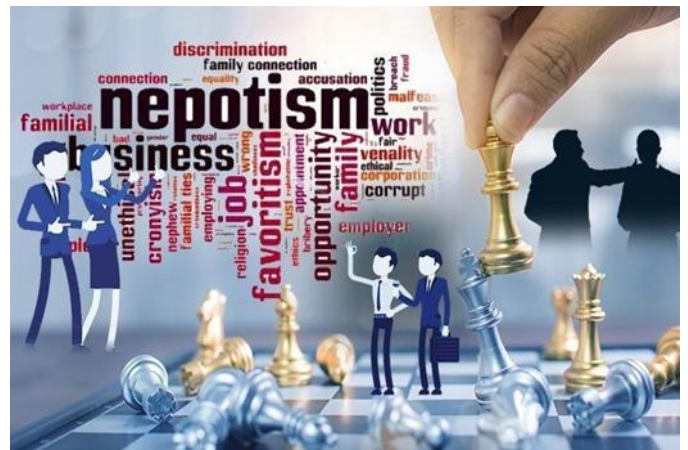
However, favouritism, cronyism, and nepotism are the primary obstacles in the way of well-qualified employees, as public sector organisations prefer to hire individuals who are referred by family members, friends, or coworkers.

These three forms of corruption are the primary obstacles in the way of well-qualified employees. Therefore, in developing nations, a person's tastes and preferences are more important than his or her real competence,

abilities, knowledge, and qualifications for a specific career.

This is because people in these countries have less access to a wider variety of options. In contrast, positions are filled in industrialised nations according to merit, credentials, and experience. These are the factors that are taken into consideration. It makes it easier for employees to integrate their work with their professional goals.

Nepotism and cronyism are both terms that refer to the practice of assigning someone to a post or employment based on their familial or social connections with other people.



This behaviour is not beneficial and should be avoided because the evaluation is not based on a person's actual qualifications and capabilities, which can have a detrimental impact on the structure of society. This behaviour is forbidden in Islam and must be avoided at all costs since it violates the rights of other people.

The definition of nepotism given by Merriam-dictionary Webster's is "a bias toward persons or groups with blood links," and it is most commonly seen in the practice of nominating people to jobs.

Nepotism is defined as "an act or habit that cares or overestimates one's own family and friends" in the Malay language dictionary published by Dewan Bahasa dan Pustaka. The English word "nepotism" originates from the Greek terms "nepos" and "otis," which can be translated as "grandson," "descendant," or "cousin."

The phrase "nepotism" eventually evolved into a term that is understood to mean the following: behaviour that demonstrates an excessive tendency toward relatives; a tendency to prioritise or benefit one's own relatives in a position, rank, or another capacity; and the act of choosing relatives or relatives to hold the reins of government related to society (public service).

Understanding of Nepotism, Favouritism and Cronyism

Nepotism arises when personal relationships are given more weight than other factors, such as qualifications, competencies, skills, or experience, and it has a negative impact not only on the performance of individual employees but also on the performance of the business as a whole.

It requires bringing in new workers and letting some of the old ones go so that they can prioritise the work of their favourites. This problem is widespread not only in underdeveloped countries but also in developed

countries as well. Therefore, this issue has not only afflicted developing nations like Pakistan and India, but it has also kept rich nations like those in Europe in the hot soap, and it has affected the performance of businesses.



According to the research that has been conducted in the past, the employees of firms are unable to perform well because of the practice of nepotism. This is because they have become dissatisfied with the way things now stand.

To show a personal preference for one individual over another who is more qualified and experienced is an example of favouritism, which is defined as "because of personal involvement." There is a culture of favouritism that permeates every organisation, regardless of its size. It is normal practice in some societies of this period to prioritise and attach to their favourite people when hiring and firing employees.

In addition to this, it is a leading phenomenon in all areas, particularly in the administration of public affairs. In order to do so, public servants have the option of showing favouritism in

situations such as when colleagues or political expectations are involved.



The political leanings of an individual are not the only factor that might play a role in favouritism; citizenship can also be a factor, as can connections to long-lost acquaintances and coworkers, as well as to former classmates or fellows in certain instances. Additionally, it spreads from family to family, and as a result, the performance of the nation as a whole as well as the performance of the particular business, is negatively impacted by this problem.

Cronyism is a sort of favouritism in which the employer's objective is to develop a group of employees who can be handled easily and can be prejudiced in decision making power for the reason that they have 'not any dispute among people (Khatri & Tsang, 2003). (Khatri & Tsang, 2003).



Because individuals are treated based on their cronyism rather than their talent, skills, abilities,

competency, and experience, cronyism has a negative impact not just on the performance of employees but also on the performance of businesses.

The success of a particular kind of cronyism in a given culture is contingent on the manner in which the dimensions of verticality and horizontality are applied to the two widely acknowledged necessary cultural characteristics of individualism and collectivism.

Nepotism in Islamic Perspective

Nepotism has several corresponding words in the Quran, such as al-mahabbah (love of something) and al-ghil (tend to treachery). There are some sayings of Allah SWT that can be taken into account regarding this nepotism. Among them:

يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَتَّخِذُوا آبَاءَكُمْ وَإِخْوَانَكُمْ أَوْلِيَاءَ إِنِ اسْتَحَبُّوا
الْكُفْرَ عَلَى الْإِيمَانِ وَمَنْ يَتَوَلَّهُمْ فَاُولَٰئِكَ هُمُ الظَّالِمُونَ

It means: "O you who believe! Do not make your fathers and your brothers the people you accompany if they choose disbelief by abandoning faith; and whoever among you makes them companions, then they are the wrongdoers." (Surah At Taubah verse 23)

According to Imam al-Qurtubi, this verse is a command from Allah SWT to all believers, and a small part of it is the laws that must be held until the Day of Judgment regarding the limits between believers and non-believers. Imam al-interpretation Qurtubi's is supported by the fact that Allah SWT has revealed this verse to us in the Quran.

The event described in this verse is directed primarily toward the believers who were living in Mecca and other Arab countries at the time. At that time, the believers were being instructed not to abandon their families and relatives and to serve as the pillar of the family.



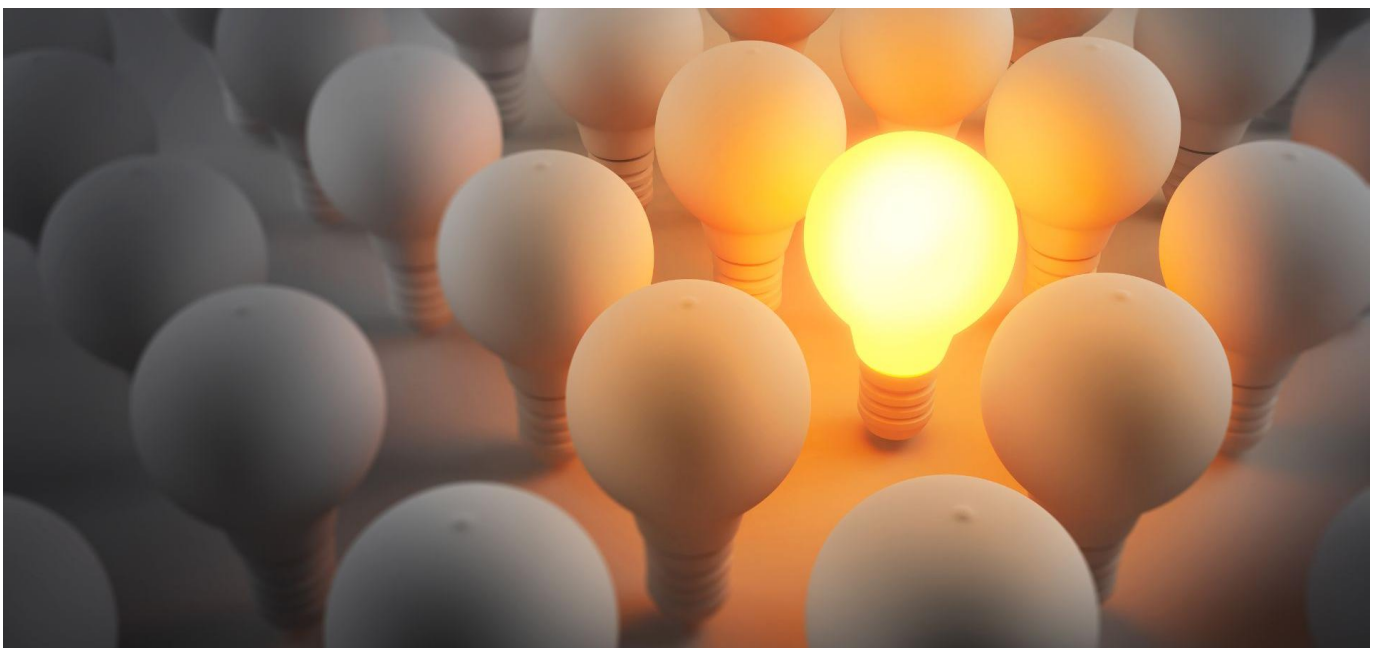
Because the relationship with religion (truth) is more important than family bonds, Allah SWT urges His devoted servants not to follow the acts and instructions of their parents if those actions

and instructions go against the order of Allah SWT.

Even if it means forsaking one's family, one must be constant in pursuit of truth and justice, as demonstrated in the poem above. This is the case because the objective and reality of truth and justice are more important than the reality of familial ties, even in the context of hiring someone else.

Conclusion

According to the academic definition of the terms, it is apparent that nepotism and cronyism refer to the act of assigning someone to a position or power based on the relationship of relatives or friends. Based on the following explanation, it is clear that this is a form of cronyism. This behaviour is extremely detrimental because the evaluation of a person is not based on the capabilities and qualities of that individual. Because it violates the rights of other people, this behaviour is prohibited in Islam and should be avoided at all costs.





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7 STEPS TO CHANGE ATTITUDE

How do you feel about the death penalty? Which political party governs the country more effectively? Should schools allow prayer? Should television violence be regulated?

You're likely to have fairly strong feelings about these and similar issues. You've developed attitudes toward such issues, and these attitudes have an effect on both your beliefs and behaviour.

Attitudes are a significant area of study in social psychology. However, what is an attitude? How is it formed?

Attitudes are formed through personal experiences, cultural influences, social interactions, and exposure to media or education. They can be shaped by family values, peer influences, or even major life events. Once formed, attitudes influence both our decisions and behaviors, guiding how we respond to various issues or situations.



Attitudes as Defined by Psychologists

Attitudes are defined by psychologists as a learned proclivity to evaluate things in a particular way. This may include assessments of individuals, issues, objects, or events. These assessments are frequently positive or negative, but they can also be ambiguous at times.

For instance, you may have conflicting feelings about a particular person or situation. Additionally, researchers suggest that attitudes are composed of several distinct components. 1 At times, the components of attitudes are abbreviated as CAB or the ABC's of attitude.

Step 1: Just Do it!

There is no need to wait if you have decided to change. Somehow or rather, it is our mindset that stops us from proceeding to take the action which we should do. Thus, start with your first step today.

The question is what do you decide today for change in our attitude? The answer is many and you need to choose from the simplest to change, one by one till you change your attitude. If we have a lot of negative-thinking people surrounding us, bad situations or environment, difficult tasks or assignments; change them all to change your attitude.

Step 2: Shift your Focus

Focus on what is right instead of focus on what is wrong. Use your judgment and wisdom to

decide on these. the Same thing goes to your possession of the material to make things happen. There is no point to focus on what you do not have. In this matter, we might as well focus on what you do have instead. So, let's change to focus on solutions than on problems too.

Step 3: Be more curious instead of judgemental

When things do bad, you should not jump to the conclusion of blaming and complaining to make things even worse. To put things better, stay curious to ask yourself a question – why is this person or situation like that? To be more effective, ask yourself what can I change here in this situation or with this person.

Step 4: Develop an attitude of gratitude

A lot of people may wonder how. Here is a good example, “I was crying for a pair of shoes until I saw a man without legs; I thanked God that at least I have legs”. Flashback some time to find something in tough times / tough situations / tough people now. Just think about what you have gained or learned instead of lost.

Whenever you feel down, depressed, frustrated see what can be acknowledged.

Step 5: Decide not to be perfect all time

When you expect the result too high, you will feel very stressed when the expectations do not match. That is the beginning of the negatives. Do your others feel happy when the results are not met? So, stop having high expectations from yourself and others.

Step 6: Believe in yourself

Remember that it is not an inflated EGO but when you think and feel good about yourself, then you too will be able to see the same in others. So long as you continue to believe, you can achieve your dream.

Step 7: Take action ... Now.

You can't just stand in front of the mirror and shout “Positive Attitude”. That is not enough as there is no result at all. Stop procrastination and start right NOW to take action. You need a timeline so write down an action plan for the next 7 days on what you want to achieve.

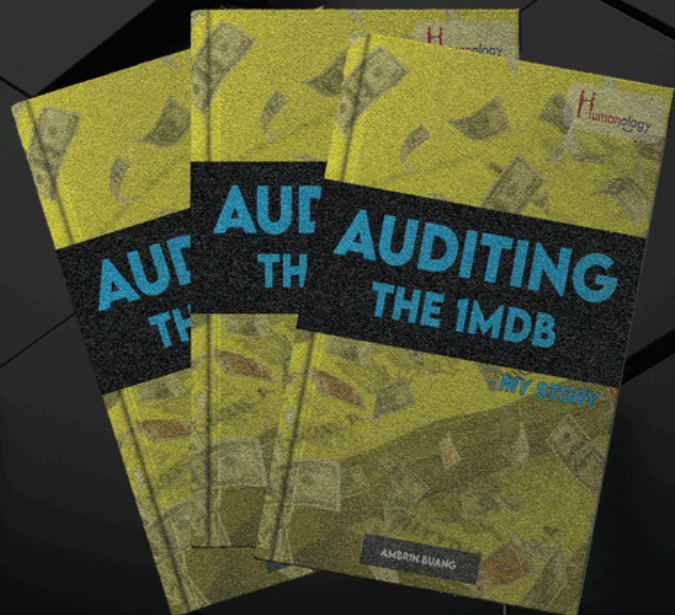


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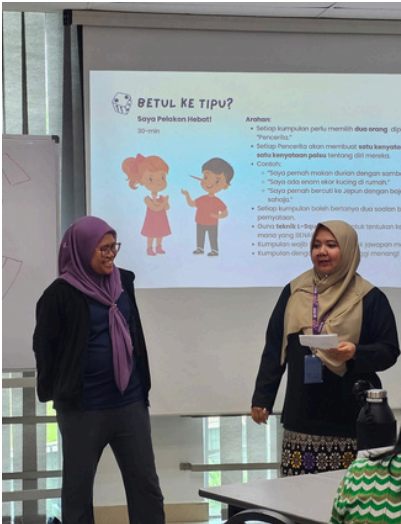


7 July | Courtesy Visit to JAKIM



8 July | Courtesy Visit to MYIPO

JULY



7-8 July | Science for Body Language

JULY



8 July | Courtesy Visit to TalentCorp



14-15 July | Sexual Harassment Workshop

JULY



14-15 July | Analytical Thinking & Continuous Improvement for Design-Making



16 July | Courtesy Visit to Institut Integriti Malaysia



16 July | Courtesy Visit to MIGHT

JULY

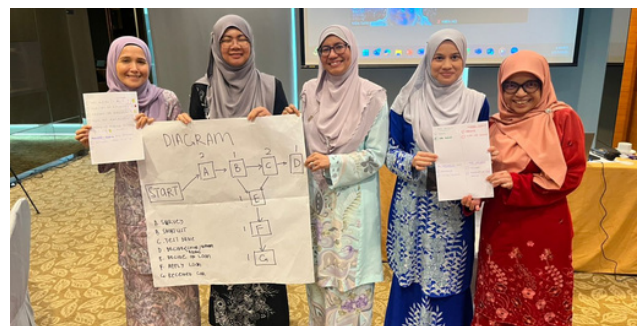
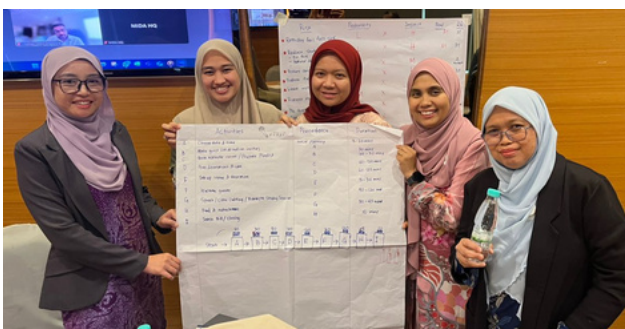


16 July | Problem Solving & Decision Making



17 July | Courtesy Visit to Multimedia University (MMU)

JULY



17 July | PMO Awareness Training

JULY



22 July | Courtesy Visit to Yayasan Inovasi Malaysia



24 July | Courtesy Visit to Jabatan Standard Malaysia

JULY



28-29 July | Mastering Network & Relationship Building



29 July | Courtesy Visit to
UITM



31 July | Courtesy Visit to Jabatan
Kebajikan Masyarakat

AUGUST



4-5 August | Mastering Strategic Thinking for National Investment Growth



4-5 August | ChatGPT Unlocked

AUGUST



5 August | Courtesy Visit to
IDBKL



7 August | Courtesy Visit to Yayasan
TAR



6-7 August | Mastery Planning & Execution for High-Impact Results

AUGUST



11-15 August | Train of Trainers

AUGUST



11-12 August | Stakeholder Management for Investment Success



18-19 August | Strategic Leadership in a Global Economy

AUGUST



27-28 August | Inside Government: Strategic Engagement and Influence

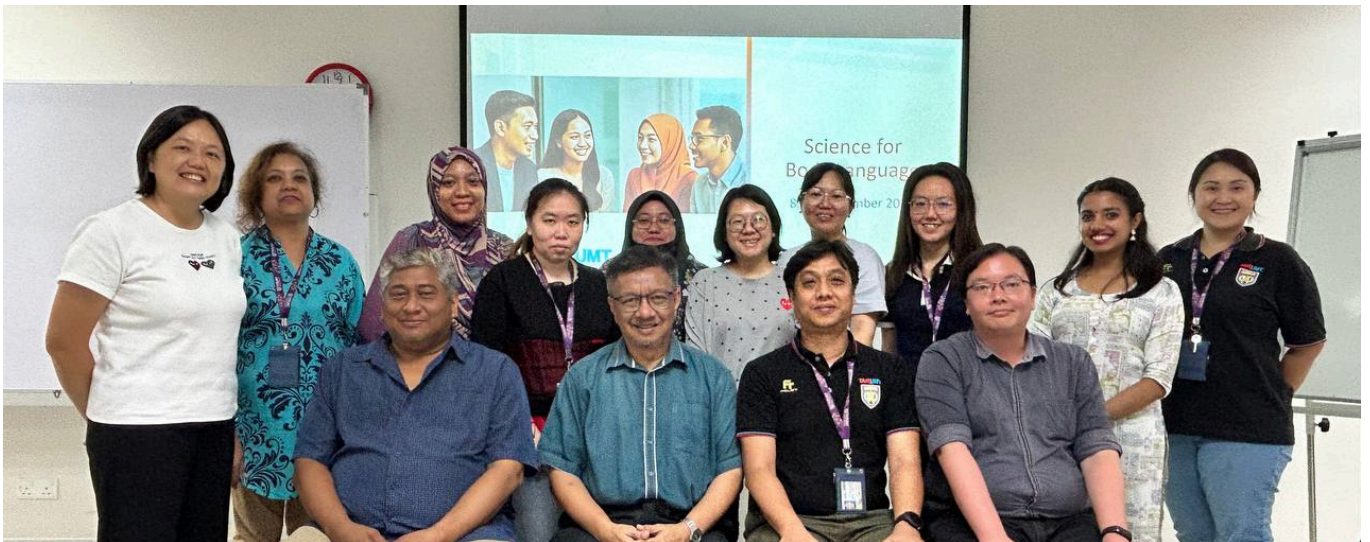
SEPTEMBER



8 September | Courtesy Visit
to MARA



9 September | Courtesy Visit to
Akademi Sains Malaysia



8-9 September | Science for Body Language

SEPTEMBER



17 September | Courtesy Visit to Jambatan Kedua Sdn Bhd



18 September | Courtesy Visit to MYSA

SEPTEMBER



26 September | Courtesy Visit to Radio Televisyen Malaysia



30 September | Majlis Secangkir Kasih ASWARA

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