

RESENSI  
BUKU  
BOOK REVIEWS

# Santai MINDA

**MAMPU**

BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI





**MAMPU**

**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**



**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**

**VISI**

Peneraju Transformasi  
Penyampaian Perkhidmatan  
Awam Yang Terbilang

Memperkasakan Transformasi  
Penyampaian Perkhidmatan  
Awam Melalui Pengurusan  
Organisasi dan ICT yang Inovatif  
dan Strategik ke arah Negara Maju

**MISI**

**MOTO**

Bersama-sama  
Melaksanakan Transformasi





**MAMPU**

**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**

# Santai MINDA



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Cetakan Pertama 2015

Hak cipta terpelihara. Mana-mana bahagian penerbitan ini tidak boleh dihasilkan semula, disimpan dalam sistem simpanan kekal, atau dipindahkan dalam sistem simpanan kekal, atau dipindahkan dalam sebarang bentuk atau sebarang cara elektronik, mekanik, penggambaran semula, rakaman dan sebagainya tanpa terlebih dahulu mendapat izin daripada pihak Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia.

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Navigate the Future

# Aspirasi KETUA PENGARAH MAMPU

“

...bahan bacaan merupakan sumber perkongsian idea, pengetahuan dan cadangan untuk mentransformasikan MAMPU tidaklah menjadikan kita sebagai organisasi yang rentan tetapi ia adalah untuk kebaikan masa hadapan MAMPU. ”

– Dato' Sri Zainal Rahim bin Seman



**Dato' Sri Zainal Rahim bin Seman**  
Ketua Pengarah MAMPU



**MAMPU**

**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**





# Santai MINDA

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HOSTAGE AT THE TABLE

OLEH:  
GEORGE KOHLRIESER

OLAHAN VERSI: WAN MOHD ROSDI WAN DOLAH

# HOSTAGE AT THE TABLE

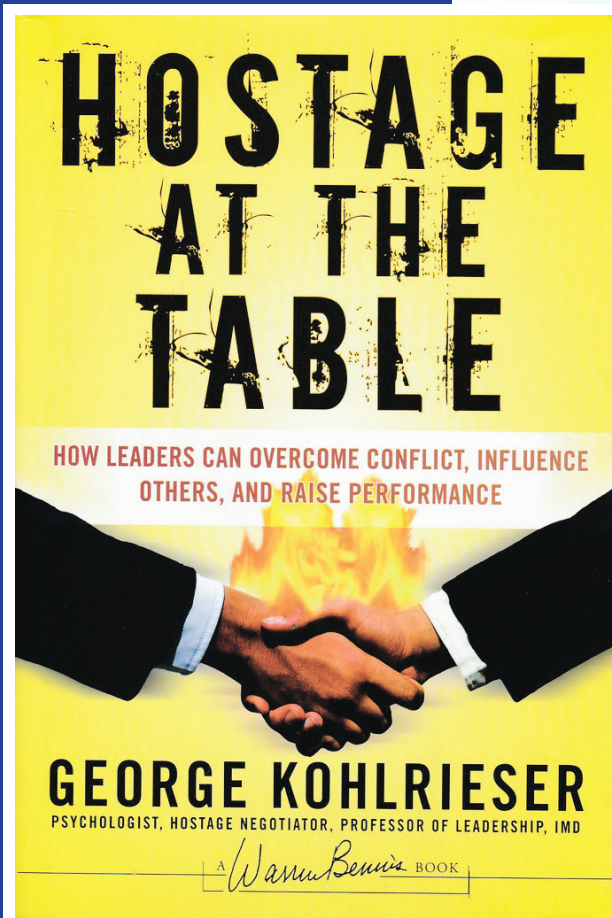
HOW LEADERS CAN OVERCOME CONFLICT, INFLUENCE  
OTHERS, AND RAISE PERFORMANCE



**GEORGE KOHLRIESER**

PSYCHOLOGIST, HOSTAGE NEGOTIATOR, PROFESSOR OF LEADERSHIP, IMD

A *Warren Bennis* BOOK



## ABOUT THE AUTHOR

### GEORGE KOHLRIESER

JOSSEY-BASS/A WILEY IMPRINT (2006)

#### WINNER:

"Best Business Book Award 2007"  
by Dirigeants Commerciaux de France (DCF), The French Association of Business Leaders.

#### WINNER:

Best Management Book Award 2008  
by the German leadership bookseller Managementbuch.de




## CONTENTS

1. Are you being held hostage without knowing it?
2. Finding freedom through your mind's eye
3. The potential of the bonding cycle
4. The strength of a secure base
5. The art of conflict management
6. Effective dialogue
7. The power of negotiation
8. Mastering our emotions
9. Living with a hostage-free state of mind



## ARE YOU BEING HELD HOSTAGE WITHOUT KNOWING IT?

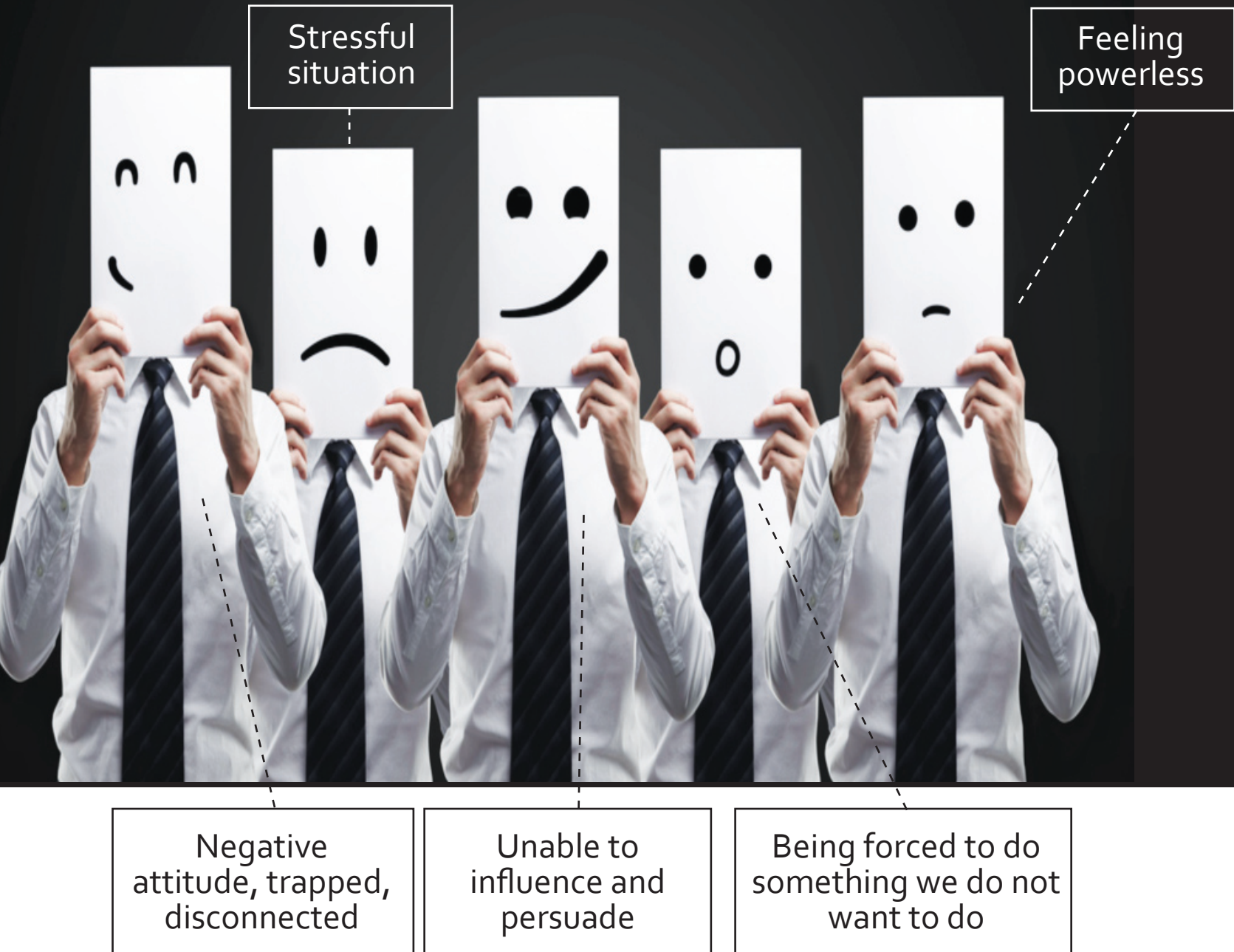


I just hate this  
I am trapped  
I feel terrible

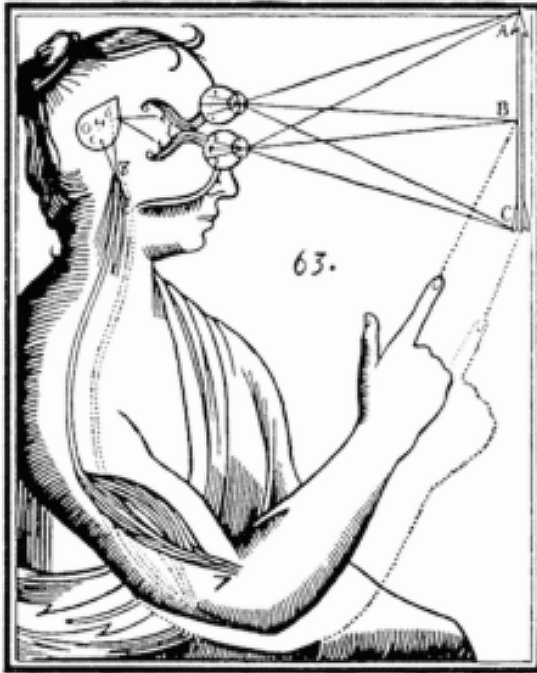
Hostage is “one that  
is manipulated by the  
demands of another”

Controlling our  
brain is essential

## SIGNS OF BEING TAKEN HOSTAGE



## INTRODUCING THE MIND'S EYE



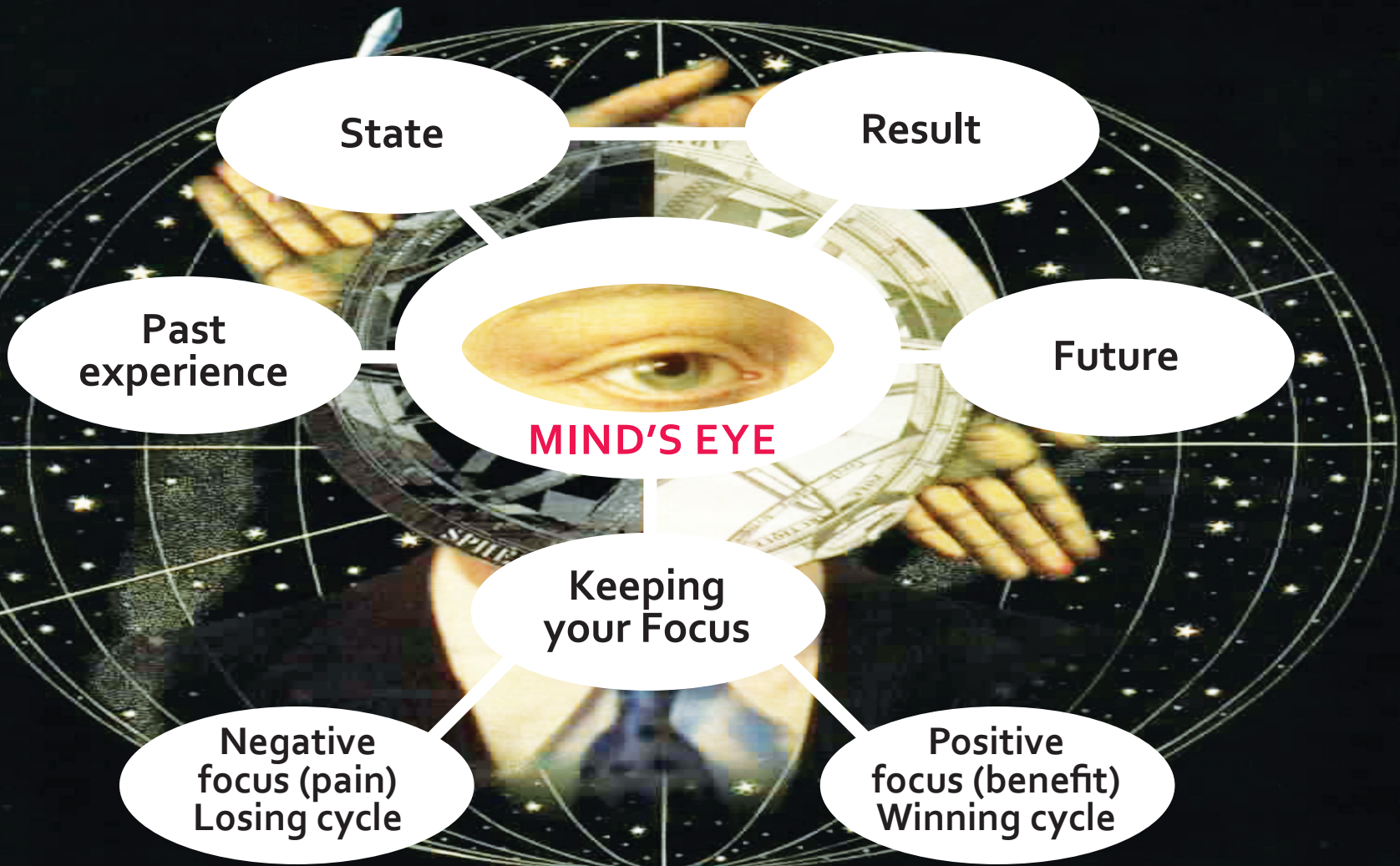
- The mind's eye determines 24 hours a day what we focus on.
- Even in sleep, the mind's eye can be working.
- If you have somebody that is constantly looking for what is wrong, they are not going to reach their highest potential.
- And we can easily be taken hostage because we focus on the wrong thing.
- The winners are going to be able to always see, no matter what the frustration, no matter what the pain is, where the opportunity lies.

The phrase "mind's eye" refers to the human ability for visualization, i.e., for the experiencing of visual mental imagery; in other words, one's ability to "see" things with the mind.



# USE THE MIND'S EYE TO MANAGE A HOSTAGE SITUATION

How to avoid being held prisoner by your emotions



## CONFLICT MANAGEMENT

### HOW TO OVERCOME NEGATIVE MESSAGES IN YOUR BRAIN



- **Holding effective dialogue**, using the power of negotiation, and reining in our emotions.
- Effective dialogue is when two people are engaged in an exchange of thought and reflection, striving towards **a deeper understanding of each other** even when they are in major disagreement.
- Negotiation is dialogue involving a process of bargaining to help further **resolve differences** through question-based clarification of motives while establishing the negotiator as a secure base who can be trusted.



**i**  
Conflict is  
a reflection of  
broken bonding  
or lack of  
bonding

## NEGOTIATORS AT THE TABLE

### HOW THE AUTHOR NEGOTIATED HOSTAGE SITUATIONS AND WHAT HE LEARNED

In a conflict situation, we tend to take on a hostage mentality which focuses on the negative and repeatedly tells us what we cannot do and that we will never get what we want

- The ability to **form and maintain a relationship** with our 'hostage-taker', understanding his needs or motivations
- To refocus the other party's mind's eye **from a negative state to a positive state**
- **Bond in a special way** to some people, goals, or objects that protect, comfort, and energize us



# Lessons Learned



- Put the "Fish on the Table" to resolve conflict
- Avoid thinking like a hostage
- Tap into the power of dialogue and negotiation
- Access the law of reciprocity to build cooperation
- Be a secure base to establish trust
- Understand that the person is never the problem
- Master the mind's eye and visualize success



**OVERCOME CONFLICT, INFLUENCE OTHERS AND RAISE PERFORMANCE**





# Santai MINDA

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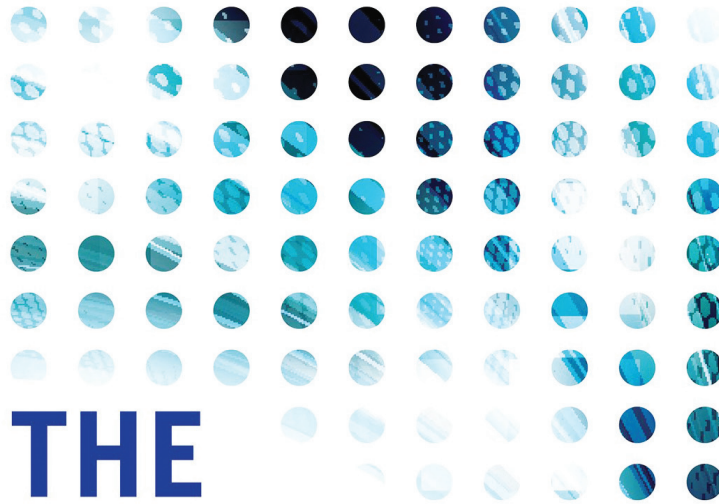
THE SAMSUNG WAY

OLEH:  
JAEYONG SONG  
KYUNGMOOK LEE

OLAHAN VERSI: DR SALMAH ISHAK

"This insightful book outlines Samsung's formula for success and is an important read for any executive or leader who wishes to implement a similar plan in their own organization."

—JEFF IMMELT, CHAIRMAN AND CEO OF GE



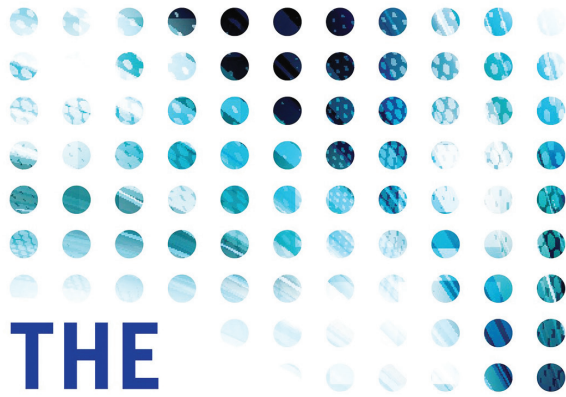
# THE SAMSUNG WAY

JAEYONG SONG AND  
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TRANSFORMATIONAL MANAGEMENT  
STRATEGIES FROM THE WORLD  
LEADER IN INNOVATION AND DESIGN

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STRATEGIES FROM THE WORLD  
LEADER IN INNOVATION AND DESIGN



# SAMSUNG

## ABOUT THE AUTHOR



### JAEYONG SONG



Amore Pasific Professor of Strategy and International Management at Seoul National University (SNU). He received his PhD at the Wharton School, University Pennsylvania. Before joining SNU, he was professor of strategy at Columbia Business School.

### KYUNG MOOK LEE



Youngone Corporation Professor of Organizational Behavior and Human Resource Management at SNU Business School. Currently, he is Director of the Research Institute of Industrial Relations. He received his PhD in Industrial Administration at the Wharton School, University Pennsylvania.

## ABOUT THE AUTHOR

Publisher: McGraw Hill Education  
Number of pages: 255 pages  
Published: August, 2014



# Education



## WHY SHOULD READ THIS BOOK?

- Inspired to achieve both economic of scale and speed in the era of hypercompetitive world;
- Inspired to drive new ideas and innovative ways to gain strength and success.



## INTRODUCTION

- Book written based 10 year research and interview with 80 top executives;
- 1990's, Samsung was mediocre and no name at global level;
- Today is one of top global brand competing with best player and beating them in their own games (latecomer & challenger);
- Successful story began when Chairman Lee Kun-Hee proposed The New Management Initiative in 1993 by setting goal to turn Samsung as world-class corporation (achieve over 20 years);and
- Can learn from uniqueness of Samsung's success story to build our capacity and capabilities although Samsung needs to develop a new form of paradox management to overcome the conflict between speed & efficiency and diversity & creative innovation.



# BRIEFLY ABOUT THE CONTENT

BOOK DIVIDED TO FOUR PART AND 9 CHAPTERS



## PART 1 - TWENTY YEARS TO THE TOP

Analyze Samsung-style management & Samsung's growth and transformation

<p><b>Chapter 1:</b> Why the Samsung Way?</p>	<p><b>Explain pertaining:</b></p> <ul style="list-style-type: none"> <li>• Samsung's remarkable business performance since year 2000's to world-class status although its latecomer;</li> <li>• Paradigm shifts which Samsung Way as the basis for company's competitiveness; and</li> <li>• The three paradox which inherent in the Samsung Way that made possible.</li> </ul>
<p><b>Chapter 2:</b> How did Samsung become a World-Class Corporation?</p>	<ul style="list-style-type: none"> <li>• History of Samsung's growth and transformation until its becoming world-class organisation;</li> <li>• Focusing on implementation of new management initiative and how its become main agent of Samsung's transformation.</li> </ul>

## PART 2 - EVOLUTION OF THE SAMSUNG WAY

Samsung's management system which contributed the success based on 5 elements which is leadership and governance, strategies, human resource management, management control, value and culture.

<p><b>Chapter 3:</b> Leadership and Governance The Core of Samsung Way</p>	<ul style="list-style-type: none"> <li>• Chairman's Lee Kun-Hee role as visionary leader and insightful leadership;</li> <li>• How the Samsung's Corporate Strategy Office to pursuit optimisation and capabilities to pursue the success.</li> </ul>
<p><b>Chapter 4:</b> The Evolution of Samsung's Management System</p>	<ul style="list-style-type: none"> <li>• The changes in Samsung's management system including strategy, human resource management, management control and value and culture which pursuit of excellence based on Sense of Crisis.</li> </ul>



## PART 3 - HOW DID SAMSUNG SUCCEED?

Analyse in detail pertaining Samsung's core competencies including speed, synergy through convergence and evolution in innovation as key success factors for the company.

<p><b>Chapter 5:</b> Samsung's First Success Factor: Competency in Creation of Speed</p>	<p>The achievement of <b>high-speed decision making and execution</b> under the New Management Initiative to transform Samsung as world-class company.</p>
<p><b>Chapter 6:</b> Samsung's Second Success Factor: Synergy through Convergence</p>	<p>View on how Samsung's <b>pursuit synergy through convergence which creates diversified</b> business structure as main source of competitive advantage.</p>
<p><b>Chapter 7:</b> Samsung's Third Success Factor: Evolutionary Innovation</p>	<p>How Samsung's <b>success lie in continuous technological innovation through internal fit capability</b> including absorb external knowledge which its not only develop technology just for next generation but go further till next-next-next generation (future up to 5 to 10 years) innovation.</p>

## PART 4 - SAMSUNG-STYLE PARADOX MANAGEMENT AND THE FUTURE OF THE SAMSUNG WAY

Examine basic operating principles of the Samsung Way and suggest potential future directions for Samsung

<p><b>Chapter 8:</b> Internal Co-opetition and Paradox Management</p>	<ul style="list-style-type: none"> <li>• Provide comprehensive discussion of the structure of Samsung Way;</li> <li>• Explain in detail Samsung's development of "internal co-opetition"; and</li> <li>• Analyses how Samsung able to <b>resolve three paradoxes as source for competitiveness</b> and provide insight into through nature of Samsung's paradox management.</li> </ul>
<p><b>Chapter 9:</b> The Future of the Samsung Way</p>	<ul style="list-style-type: none"> <li>• Examines internal and external fit of the Samsung Way and evaluate its prospect for sustainable;</li> <li>• Analyses future tasks for Samsung Way and steps for Samsung to remain as world-class firm; and</li> <li>• Provide on what are major lesson to be learn from the Samsung Way.</li> </ul>

## MAJOR LESSON

### 1 PARADOX MANAGEMENT STYLE

Samsung has been able to do it successfully as Samsung's New management Initiative (Samsung Way) in following ways:

- Samsung's management processes are very fast despite its being large and diversified organisation (Speed in decision making);
- It is highly specialised and competitive in its core business areas but at the same time it is extremely diversified and vertical integrated (Create convergence synergy); and
- Samsung's management style is hybrid or combination using the best element of Japanese and American management style which focusing on producing a quality product and performance based (mix & match western and eastern management style).

### 2 SPEEDY DECISION MAKING AND PRODUCT DEVELOPMENT

Samsung has been able to do it successfully as Samsung's New management Initiative (Samsung Way) in following ways:

- Made quick, bold and resolute decision in investment in large-scale as such semiconductor & LCDs even during economic downturns
- Speedy in decision making helps Samsung overtake its Japanese rivals whom passive and slow making decision; and
- Speedy in remarkable product or technology development.

### 3 SENSE OF CRISIS

- Always ensured the sense of crisis atmosphere in no matter how well company performing (no complacent);
- Lead massive organisational restructuring involving sale of non-core businesses, withdrawal from unprofitable businesses and merger but still proceed to invest in strategic areas and pouring large amount of money; and
- Continuously drive the creation of knowledge and innovation by adopting a flexible, challenging, and innovative culture.

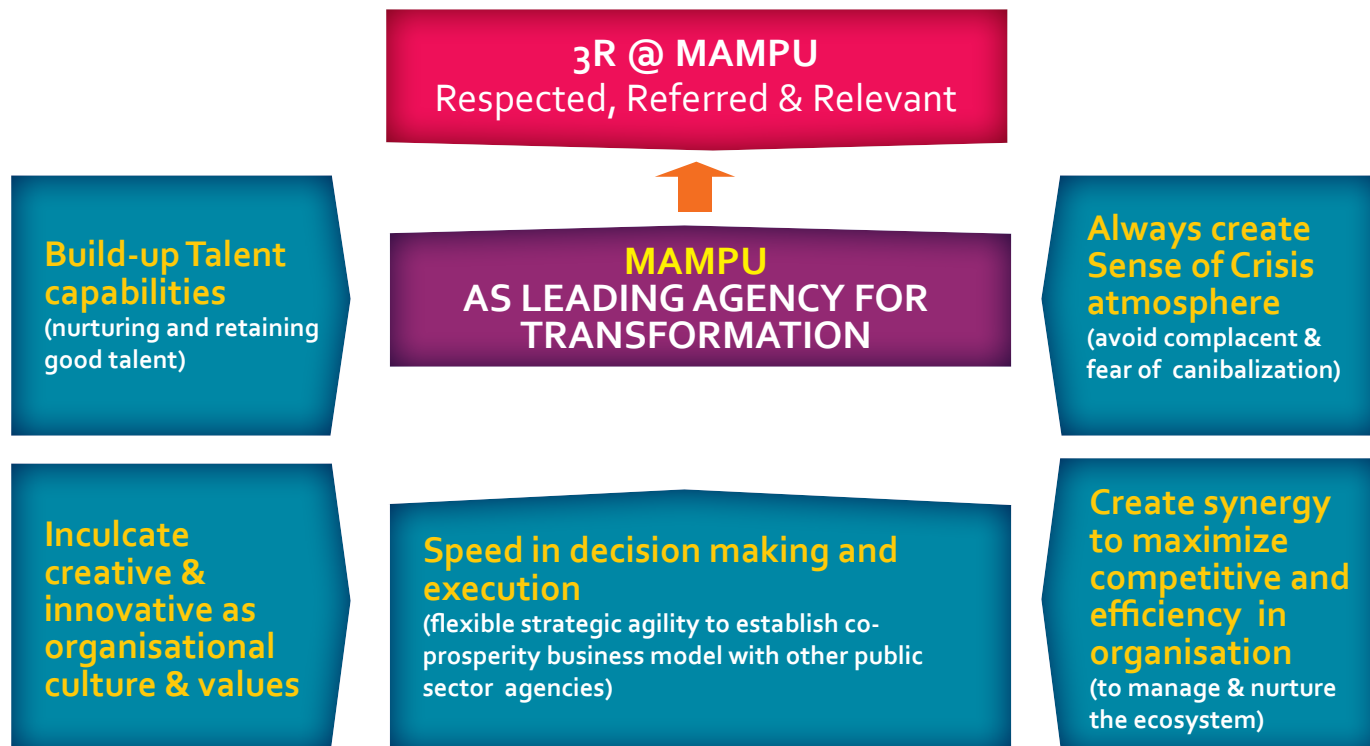
## 4 FOCUS ON TALENT

- Provide a talent management system to build-up capabilities, boost morale and secure talent as sources to maintain and upgrade company's competitiveness;
- Management's shift from controlling work processes to allowing employee to be more creative in determine method and work process

## 5 CONTINUES RESTRUCTURING AND VERTICAL INTEGRATION

To benefit convergence through fully-fledged core competencies, Samsung pursues:

- Horizontal diversification and vertical integration;
- Convergence of products and services; and
- Regional clustering of major activities





# Santai MINDA

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HOW GOOGLE WORKS

OLEH:  
ERIC SCHMIDT  
JONATHAN ROSENBERG

OLAHAN VERSI: DR MOHAMAD ZAINUDDI MAT TAIB

The Google logo is displayed in its characteristic multi-colored font (blue, red, yellow, green, blue) on a white background. It is positioned at the top of the book cover.

Go

# How Google Works

Eric Schmidt & Jonathan Rosenberg

with Alan Eagle, foreword by Larry Page



## How Google Works

Eric Schmidt & Jonathan Rosenberg  
with Alan Eagle, foreword by Larry Page

## ABOUT THE BOOK



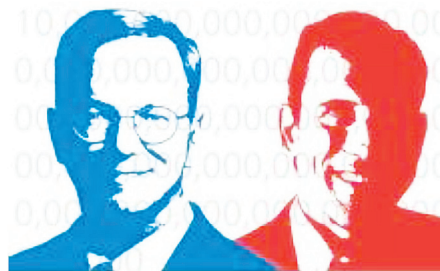
Co-authors:

**ERIC SCHMIDT**

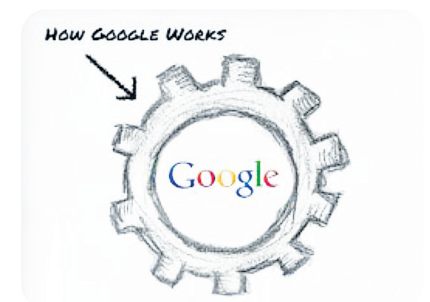
(Google Executive Chairman and ex-CEO)

**JONATHAN ROSENBERG**

(former SVP of Products & Larry Page Advisor)



# HOW GOOGLE WORKS



- Edited By: Alan Eagle
- ISBN-13: 9781455582341
- Publisher: Grand Central Publishing, N.Y.
- Publication date: 9/23/2014
- Pages: 304





## ABOUT THE CO-AUTHORS



### ERIC SCHMIDT

(Google Executive Chairman and ex-CEO):

- 2001-2011, Google's CEO, overseeing the company's technical and business strategy alongside founders Sergey Brin and Larry Page.
- Prior to joining Google, Eric was the chairman and CEO of Novell and CTO at Sun Microsystems, Inc.
- A member of the President's Council of Advisors on Science and Technology and the Prime Minister's Advisory Council in the U.K.
- In 2013, Eric and Jared Cohen co-authored The New York Times bestselling book, The New Digital Age: Transforming Nations, Businesses, and Our Lives



### JONATHAN ROSENBERG

- Former senior vice president of products Apple & Excite@Home
- Joined Google in 2002 and managed the design and development of the company's consumer, advertiser, and partner products,
- Since 2011, an Advisor to Google CEO Larry Page

### ALLAN EAGLE

Director, Executive Communications,  
2007 - present



## CORPORATE PROFILE

- IPO - Listed on the NASDAQ Stock Exchange in 2004
- Full year revenue for 2014 was \$66 billion, up 19% year on year
- Rank 46 of Fortune 500 for 2014
- Google is essentially an advertising firm that relies on finding and classifying information to attract targets for its ads.
- It also focuses on the mobile phone because it allows more of its ads to be seen by its users.
- Google was ranked as the number 1 "Fortune 100 Best Companies to Work For" in 2014. (This is not surprising if one looks closer to how Google treats employees, on their Mountain View, California, campus called the Googleplex).

## ABOUT GOOGLE

The mantra ...don't be evil

Founded: September 4, 1998, Menlo Park, California, United States CEO: Larry Page Headquarters: Mountain View, CA, USA Founders: Larry Page & Sergey Brin.



Sergey Brin was born on August 21, 1973, in Moscow, Russia.

His family emigrated to the United States to escape Jewish persecution in 1979.



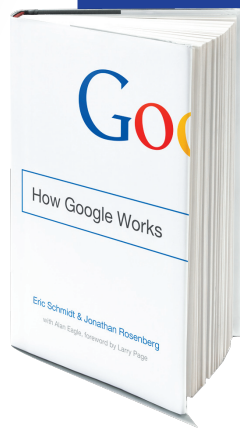
Larry Page was born on March 26, 1973, in Michigan.

After earning a BSc in Engineering (University of Michigan), pursued on Computer Engineering at Stanford University, where he met Sergey Brin Named as Business Person of 2014 by Fortune.

They named the search engine "Google," based on the mathematical term "googol." Since its launch in 1998, Google has become the most popular search engine in the world



- Decisions are made in teams. Even the company management is in the hands of a triad: Larry Page, Sergey Brin & Eric Schmidt, they are leading the company by consensus.
- Data drive decisions. At Google, almost every decision is based on quantitative analysis.
- Systems built to manage information, not only on the Internet at large, but also internally.



## CULTURE

Co-founders set out to create an environment to a university campus, where staff are accessible to a world class; cultural, sports, food facilities, and able to spend most of their time on respective areas

### Keep Them Crowded

Almost every project is a team project. Teams have to communicate, to make communication and coordination easy is to put team members within a few feet of each other

### Work, Eat, & Live Together

Office should be designed to maximise energy and interaction and not for isolation and status

### Organise the Company Around the People whose impact is the Highest

Attention is not based on function and experience, instead by performance and passion of employees

### Overworked in a Good Way

The best cultures invite and enable people to be overworked in a good way, at work and at home

### Establish a Culture of Yes

Saying Yes begins things, how things grow, leads to new experience, knowledge and will be able to go forward

### Don't be Evil

We really try to live by it, particularly in the ranks of management. As in every organisation, people are passionate about their views

### fun , not FUN

Conducive working environment, staff interpersonal rapport & not only on organised company Fun events  
Managing "fun" is one of the major factors in the talents attraction, retention, and collaboration

- Bet on Technical Insights, Not Market Research
- A Period of Combinatorial Innovation
- Don't Look For Faster Horses
- Optimise for Growth
- Coase and the Nature of the Firm
- Specialise
- Default to Open, and not Closed
- Don't Follow Competition



## STRATEGY



- In an era of Internet Century ventures, technology has shifted the balance of power from companies to consumers,
- To succeed is to create superior products and attract a new breed of multifaceted employees whom dub "smart creatives," and give them an environment where they can thrive at scale.
- Underlying strategy is pretty simple,: "Get people to use the Internet more."
- Focused on improving the Internet access and speed

*"The more time people spend on the Internet the more time they'll engage in revenue generating activities such as viewing and clicking display ads and performing searches."*

## TALENT

- The Herd Effect
- Passionate People Don't Use the Word
- The LAX Test
- Expand the Aperture
- Everyone Knows Someone Great
- Interviewing is the Most Important Skills
- Schedule Interviews for 30 Minutes
- Have an Opinion
- Friend Don't Let Friends Hire Friends
- Disproportionate Rewards
- If You Love Them, Let Them Go

Google is a **"talent magnet"** firm and **"people operations"** decisions are guided based on data-based decision-making. That is its primary driver of success

Adopts Behavioral Interview, more attracted to candidates that have a higher I.Q. and can solve issues quickly



For Google, innovation entails both the production and implementation of novel and useful ideas, that must offer new functionality and also to be surprising.

- Understand Your Context
- Resist To Traditional MBA-Management Style/Tactics
- Focus On The User
- Think Big
- Set Unattainable Goals
- 70/20/10 – Resource Allocation
- 20 Percent Time
- Ideas Come From Anywhere
- Fail Well

## INNOVATION



- Google encourages employee risk taking and innovation.
- Attitude toward acting fast and accepting the cost of resulting mistakes as a natural consequence of working
- It consciously designs its workplaces to maximise learning, fun, and collaboration



## How Google Works

In the past 12 months, Google doubled its staff, tinkered with its search engine to speed up results, and now answers more queries than Microsoft and Yahoo combined.

But there's one query we had to answer ourselves: **How does Google work?**

By Paul Smalera. Graphics by John Grimwade. Design by Jacky Myint

Start the Search

10 Years of Google  
(See the highlights. Roll over the years.)

1997

1998

1999

2000

2001

2002

2003

2004

2005

2006

2007

## ...INNOVATION

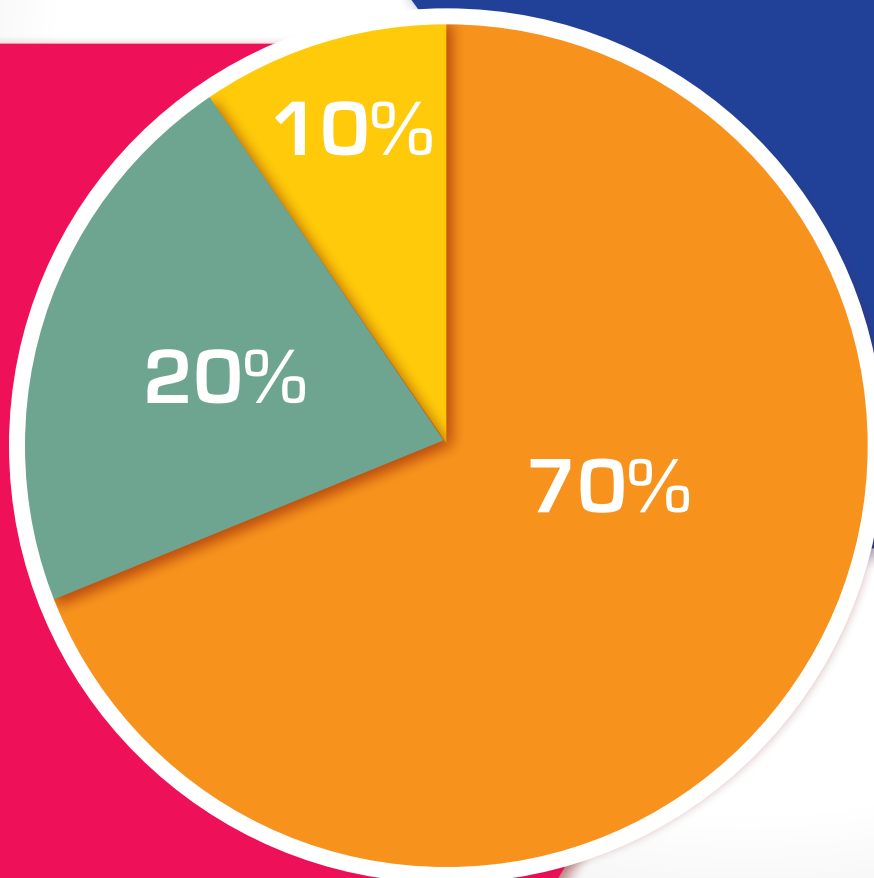
# THE 80 20 RULE

### 20 percent time - Encourage Creativity & Innovation

Google has a "20 percent time" policy to allow creative people to be creative: any engineer (and some other employees) is encouraged to spend 20% of their time on ideas of their own choice that seems worthwhile and to gain momentum.

### 70/20/10 on Resource Deployment:

- 70 percent of time on core projects
- 20 percent on promising businesses built off the strong foundation of search/advertising
- 10 percent of time on things that are on completely new ideas



*"Spend 30% of time for living in the future"*

## CONCLUSION

### New Experience for Customers

### Organisational Excellence

### Highly Differentiated Products & Services



#### People Management

- Data-Driven Decision - People Analytics and Predictive Modeling for Impactful and Accurate People Management Decisions
- Calculating The Value of Top Performers
- Encouraging Discovery and Learning Initiatives
- Global Smart Creatives

#### Environment

- Attractive Organisational Climate
- Fun and Democratic Googleplex Campus Atmosphere
- Long-term Consistency of High-performance
- Foster to Create an Atmosphere of Tolerance and Respect
- Develop a Strategy That Take Advantage of Platforms to Consistently Deliver Great Products

#### Leadership

- Strive for Technical Insight Values
- Thought leaders: the informed opinion leaders and inspire people with innovative ideas; turn ideas into reality
- User Advocate
- Focus on Managing Creativity and Innovation



# Santai MINDA

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GOOD LEADERS ASK GREAT  
QUESTIONS

OLEH:  
JOHN C. MAXWELL

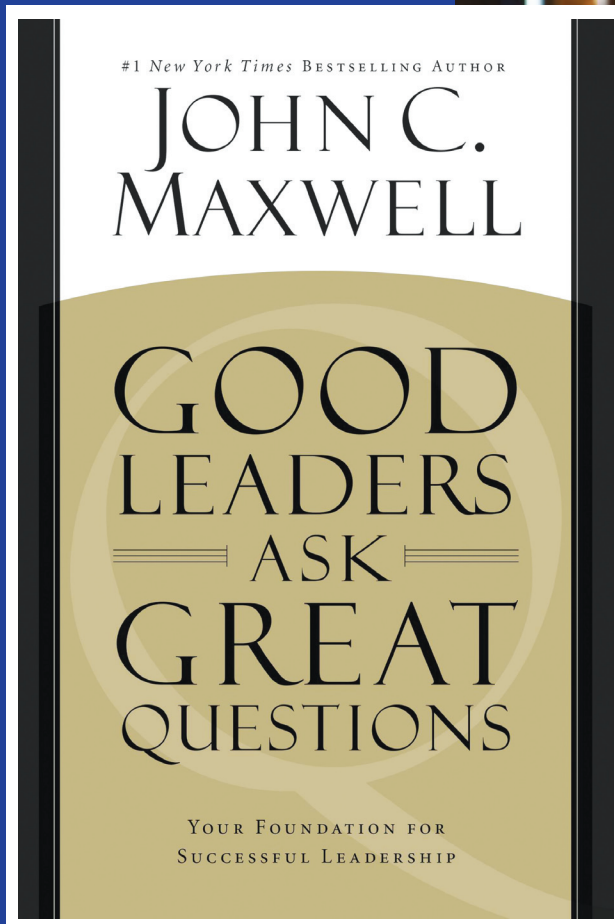
OLAHAN VERSI: DR. HJ. MOHD YUSSUF AL FAHMEY ABDUL RAHIM

#1 *New York Times* BESTSELLING AUTHOR

JOHN C.  
MAXWELL

GOOD  
LEADERS  
== ASK ==  
GREAT  
QUESTIONS

YOUR FOUNDATION FOR  
SUCCESSFUL LEADERSHIP



## ABOUT THE BOOK



- First edition 2014
- 2 parts, 10 chapters, 304 pages
- Focus on improving leadership life
- Part 1: Questions I Ask
- Part 2: Questions Leaders Ask Me

## ABOUT THE CO-AUTHORS



### JOHN C. MAXWELL

- Sold 24 million books in 50 languages
- Trained more than 5 million leaders in 180 countries
- Identified by Inc. magazine in 2014 as the most popular leadership expert in the world



## QUESTIONS I ASK

The 1st part: What is it all about?

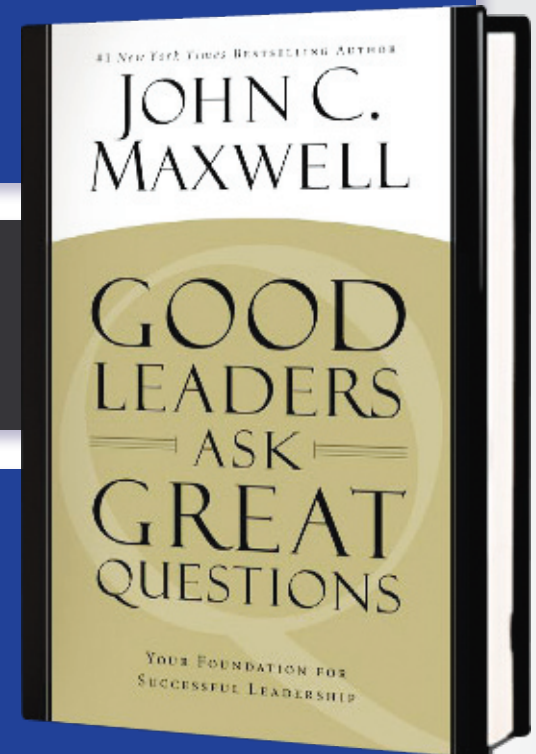
## QUESTIONS LEADERS ASK ME

The 2nd part: How to improve leadership life?

## QUESTIONS I ASK

The 1st part: What is it all about?

- Why Qs Important
- Qs To My Self
- Qs To My Team Members



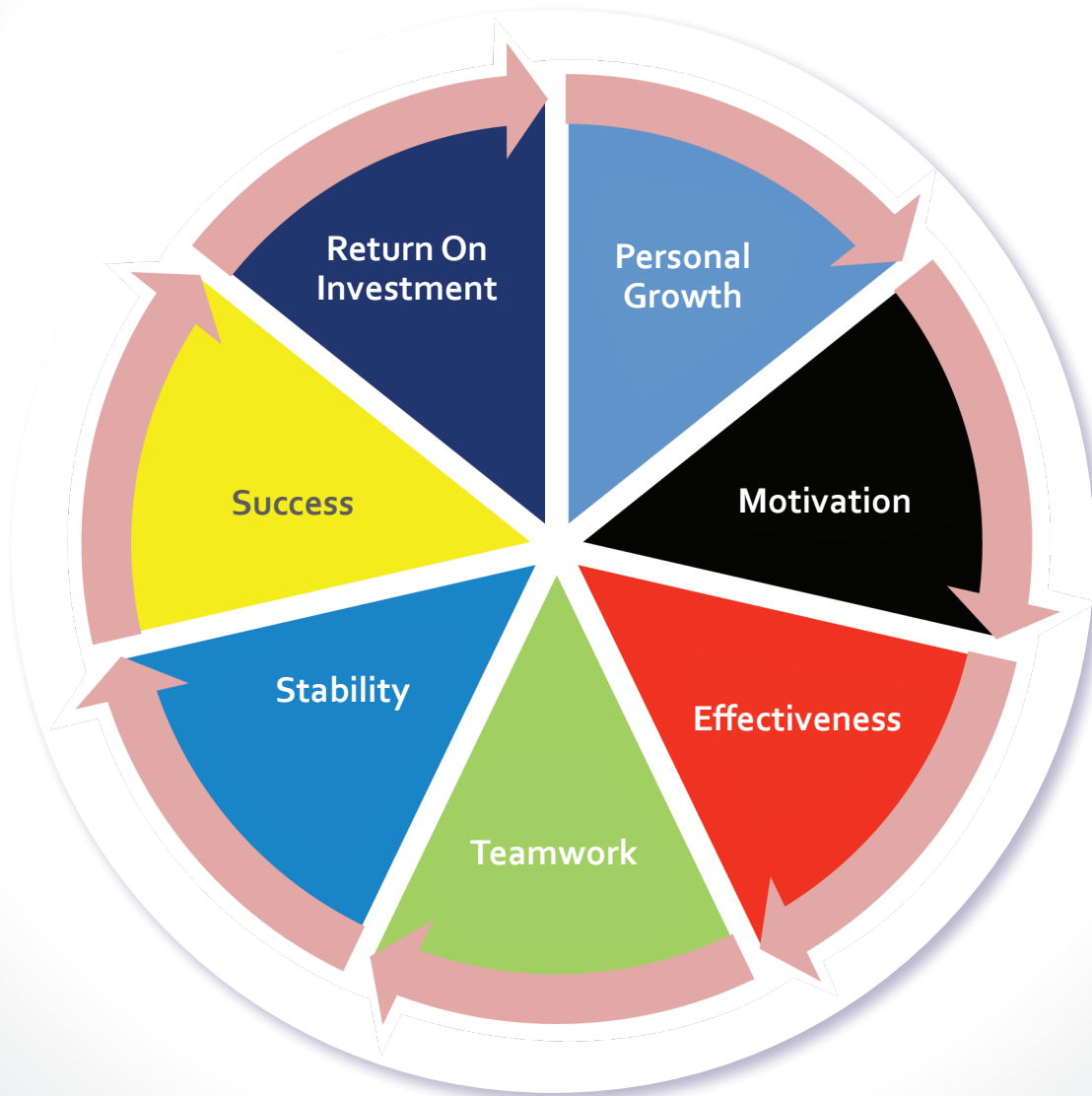
## WHY ARE QUESTIONS SO IMPORTANT?

- Connecting with people
- Build better ideas
- Give us a different perspective
- Challenge mindsets

“PEOPLE DON'T CARE HOW MUCH YOU KNOW UNTIL THEY KNOW HOW, MUCH YOU CARE”  
JOHN C. MAXWELL



## WHAT QUESTIONS DO I ASK MYSELF AS A LEADER?



## WHAT QUESTIONS DO I ASK MY TEAM MEMBERS?

We ask them to:

**DREAM MORE THINK MORE LEARN MORE DO MORE... MORE AND MORE**

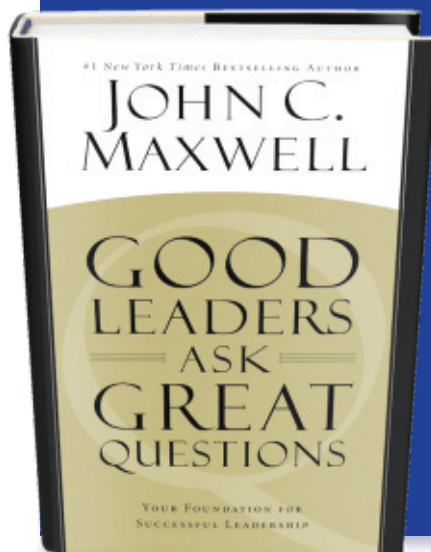
We inspire others



## QUESTIONS LEADERS ASK ME

The 2nd part: How to improve leadership life?

- Lead Yourself First
- How Leadership Works
- Getting Started
- Resolving Conflict & Lead Challenging People
- Surviving Under Poor Leadership
- Navigating Leadership Life

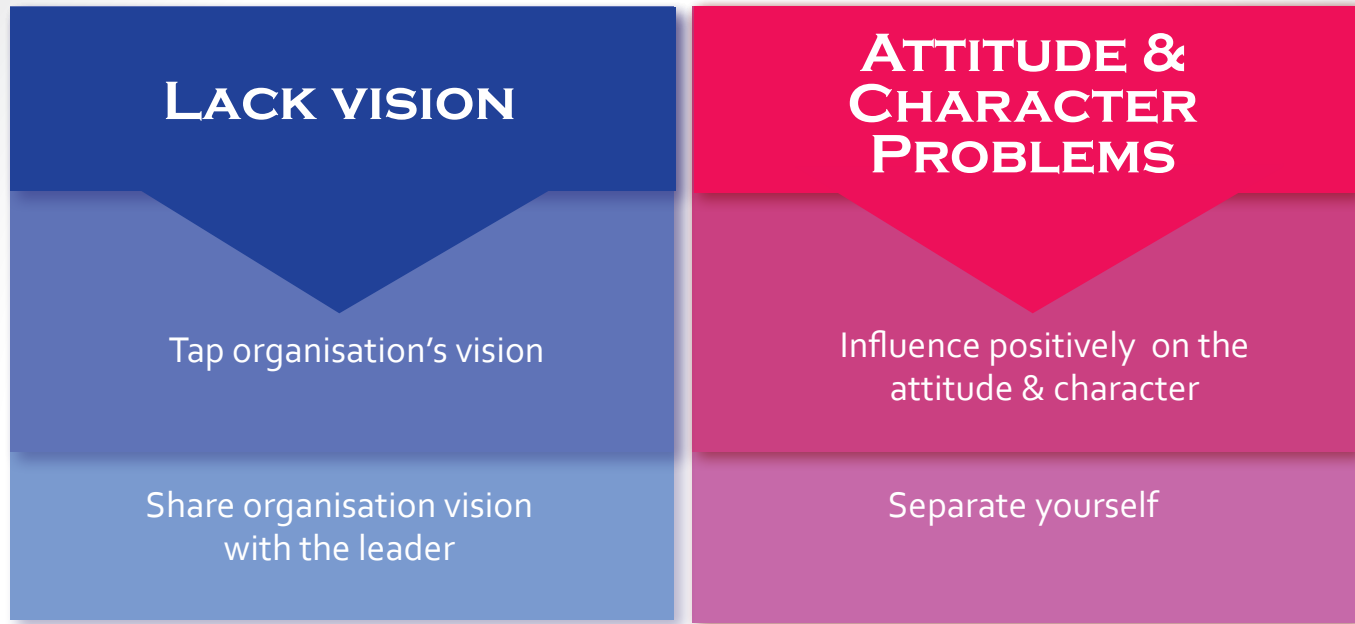


## RESOLVING CONFLICT & LEAD CHALLENGING PEOPLE

There are some bad people in the organisation... we are down... So what we do?

- Self healing and move on
- Show them the future and how they can make a difference
- Fix the broken relationship with them
- Be willing to take the blame
- Offer reconciliation and ask for forgiveness
- Speak well of them

## SURVIVING UNDER POOR LEADERSHIP



## NAVIGATING LEADERSHIP LIFE

- Significant contribution made before leaving
- To make a come back to leadership role, do:
  - Evaluation
  - Rebuild emotional strength
  - Adjust to the dynamic need of the circumstances



## NURTURING NEW GENERATION OF LEADERS

Looking for those who want to grow

Identify their strength

Give them a place to practice

Coach them

Increase responsibilities



## CONCLUSIONS

- Good questions inform
- Great questions transform
- We can change people through our questions
- Do we spend time for self introspection to chart the future - For ourselves and our new generation of leaders?





# Santai MINDA

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THE NEW DIGITAL AGE

Transforming Nations, Businesses, And Our Lives

OLEH:  
ERIC SCHMIDT  
JARED COHEN

OLAHAN VERSI: KATHIRRASAN K.KUPUSAMY

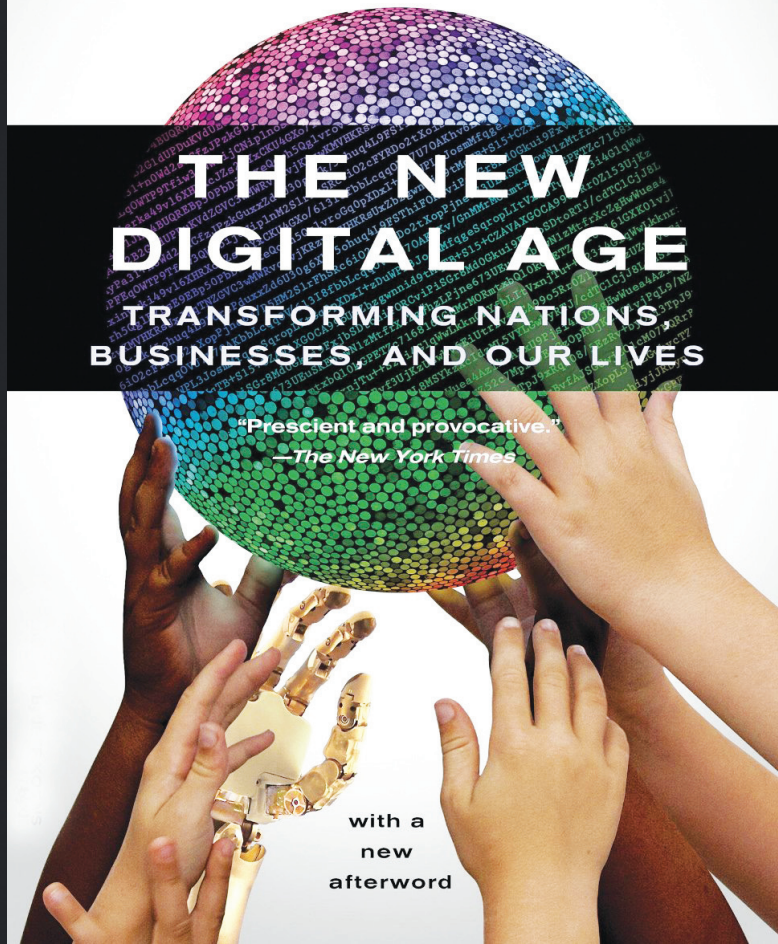
NEW YORK TIMES BESTSELLER

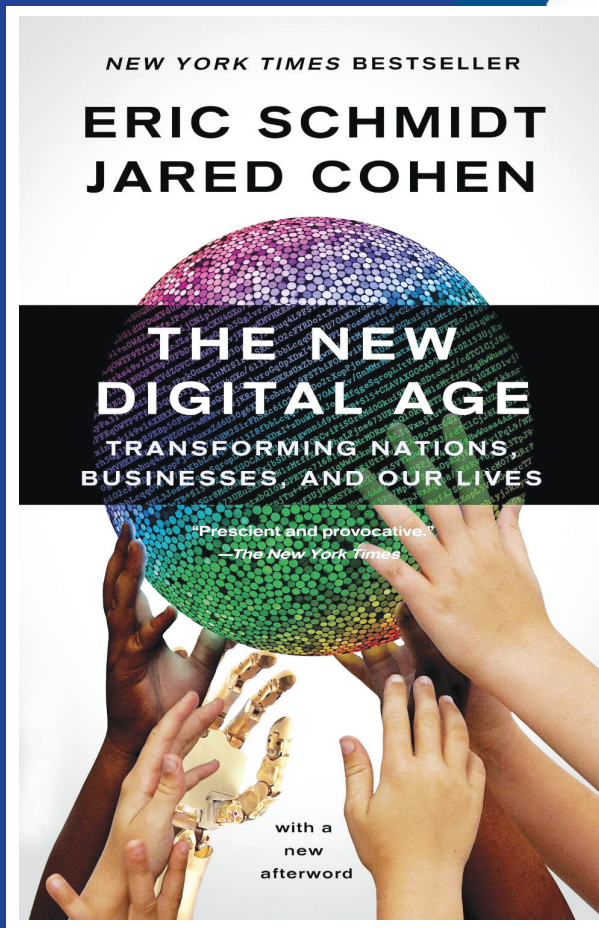
ERIC SCHMIDT  
JARED COHEN

THE NEW  
DIGITAL AGE  
TRANSFORMING NATIONS  
BUSINESSES AND OUR LIVES

"Prescient and provocative."  
—*The New York Times*

with a  
new  
afterword





## BIBLIOGRAPHIC INFO.



### Authors:

Eric Schmidt, Jared Cohen

### Edition:

Reprint

### Publisher:

Knopf Doubleday Publishing Group, 2014

### Length:

351 pages

### Subjects:

Computers › Social Aspects › General  
Business & Economics / Entrepreneurship  
Computers / Social Aspects / General  
Political Science / Commentary &  
Opinion  
Social Science / Future Studies

### Title:

The New Digital Age: Transforming Nations, Businesses,  
and Our Lives  
Vintage Books



## ABOUT THE CO-AUTHORS



**ERIC SCHMIDT**  
Executive Chairman Of Google

- Chief executive officer ( 2001 to 2011)
- Executive Chairman of GOOGLE
- Member of the President's Council of Advisors on Science and Technology
- Chairs the board of the New America Foundation and
- Trustee of the Institute for Advanced Study in Princeton, New Jersey

**JARED COHEN**  
Director Of Google Ideas

- Adjunct Senior Fellow at the Council on Foreign Relations.
- Rhodes Scholar and the author of several books, including Children of Jihad and One Hundred Days of Silence
- Member of the Director's Advisory Board at the National Counterterrorism Center



## ABOUT THE BOOK

Authors Visited 35 Countries, Including Some Of The World's Most Volatile Regions And Met With Political Leaders, Entrepreneurs And Activists To Learn Firsthand About The Challenges They Face.

In the next decade, five billion new people will come online, posing for our world a host of new opportunities and dangers.

**Toughest  
QUESTIONS**  
about our future

**The New  
Digital Age**

**Transformational  
vision of the  
future**

- How will technology change the way we approach issues like privacy and security, war and intervention, diplomacy, revolution and terrorism and how can we best use new technologies to improve our lives?
- Who will be more powerful in the future, the citizen or the state?
- Will technology make terrorism easier or harder to carry out?
- What is the relationship between privacy and security, and how much will we have to give up to be part of the new digital age?

- A world where everyone is connected, a world full of challenges and benefits that are ours to meet and to harness.
- With the confidence and clarity of visionaries, the authors illustrate just how much we have to look forward to, and beware of, as the greatest information and technology revolution in human history continues to evolve.
- On individual, community and state levels, across every geographical and socioeconomic spectrum, they reveal the dramatic developments both good and bad, that will transform both our everyday lives and our understanding of self and society, as technology advances and our virtual identities become more and more fundamentally real.
- This book is an analysis of how our hyper-connected world will soon look.

1

Personalisation And  
Customisation

2

Civilisational Advance

3

Personalisation

4

Identity

5

Loss Of Privacy

THE  
**MOST**

STRIKING TAKEAWAYS FROM THE BOOK

6

Anarchy

7

Virtual Reality

8

Dissonance Between  
Technology And Geopolitics

9

Humans, Not Machines  
Control Our Destiny

10

Don't Say (Or Type, Or "Like")  
Anything You Don't Want On  
The Front Of The NYT



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BLUE OCEAN STRATEGY

OLEH:  
W. CHAN KIM  
RENEE MAUBORGNE

OLAHAN VERSI: FAZLI SAID

OVER TWO MILLION COPIES SOLD

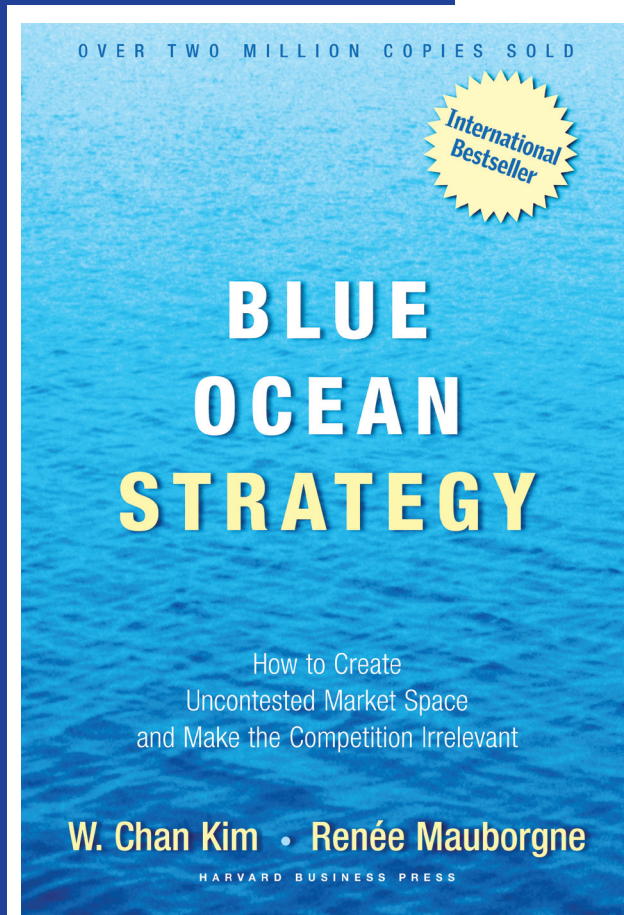
*International  
Bestseller*

# BLUE OCEAN STRATEGY

How to Create  
Uncontested Market Space  
and Make the Competition Irrelevant

**W. Chan Kim • Renée Mauborgne**

HARVARD BUSINESS PRESS



W. CHAN KIM

RENEE  
MAUBORGNE

## ABOUT THE AUTHOR



*Searching for ways to gain  
"uncontested market space"  
than engaging in traditional  
competition.*



## RED OCEAN STRATEGY

VS

## BLUE OCEAN STRATEGY

- Compete in **existing** market space.

- **Beat** the competition.

- Exploit **existing** demand.

- **Make** the value-cost trade-off.

- Align the whole system of a firm's activities with its **strategic choice of differentiation or low cost.**

- Compete **uncontested** market space.

- Make the competition irrelevant.

- Create and capture **new** demand.

- **Break** the value-cost trade-off.

- Align the whole system of a firm's activities in **pursuit of differentiation and low cost.**



# KEY WORDS

## DIFFERENTIATION AND LOW COST



## NON CUSTOMERS



## VALUE INNOVATION



## MARKET CREATION



## CONCEPT TOOLS FRAMEMAKER

VALUE INNOVATION  
STRATEGY CANVAS  
FOUR-ACTIONS FRAMEWORK  
6 PATHS FRAMEWORK  
3 TIERS NONCUSTOMERS

## FOUR ACTIONS FRAMEWORK

### ELIMINATE

- Which of the factors that the industry takes for granted should be eliminated?

### REDUCE

- Which factors should be reduced well below the industry market?

### RAISE

- Which factors should be raised well above the industry markets?

### CREATE

- which factors should be created that the industry has never offered?

## 3-TIERS NON CUSTOMERS

### 1<sup>ST</sup> TIER

- Closest to the market, sit on the edge
- Minimally purchase an industry's offering out of necessity

### 2<sup>ND</sup> TIER

- Refuse to use industry's offering
- Customers who have seen the industry's offerings as an option to fulfill their needs but consciously chose againsts your market

### 1<sup>RD</sup> TIER

- Farthest from the market
- Non customers who have never thought of your market offerings as an option



### PRO'S

- Suitable for small- and medium-sized businesses
- Smaller companies can obtain lots of publicity quickly
- Perfect for companies that know how to use their marketing and communication effectively



### CON'S

- Difficult without the necessary knowledge and experience
- Copycats will arise, competing with the very same value points
- Harder to manoeuvre for big companies

## PUBLIC SERVICE PERSPECTIVE



HOW?



## POINTS TO PONDER



**So, Are The Red Ocean Strategy Worthless?**



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## SERVICE INNOVATION

How To Go From Customer Needs To Breakthrough Services

OLEH:  
LANCE A. BETTENCOURT

OLAHAN VERSI: DR. ZULKEFLI IBRAHIM

WITH A FOREWORD BY  
TONY ULWICK  
AUTHOR OF *WHAT CUSTOMERS WANT*

# SERVICE INNOVATION

---

HOW TO GO FROM  
CUSTOMER NEEDS TO

# BREAKTHROUGH

SERVICES

---

LANCE A. BETTENCOURT

WITH A FOREWORD BY  
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# SERVICE INNOVATION

HOW TO GO FROM  
CUSTOMER NEEDS TO  
**BREAKTHROUGH**  
SERVICES

LANCE A. BETTENCOURT



## INTRODUCTION



Author shows marketers/planners what they need to do to uncover customer service needs and ensure that these needs are met

- McGraw Hill Education
- 2010 published
- 221 page
- 8 chapture



# Education

## DEFINITION



### SERVICE INNOVATION

- Is the process of devising a new or improved service concept that satisfies the customer's unmet needs



### CUSTOMER NEEDS

- An ability to understand customer's needs before attempting to generate ideas that address those needs



### BREAKTHROUGH SERVICES

- Design and deliver exceptional service models that enable employees, owners, and customers to thrive simultaneously



## WHY SERVICE INNOVATION IS IMPORTANT

- True service innovation depends on shifting the focus away from the service solution and back to the customer
- It demands that organisation expand their horizon beyond existing services and service capability, and focus tightly on the jobs customers are trying to get done
- Instead of asking "How are we doing?" organisation should ask "How is the customer doing?"
- Organisations will be able to do this by talking to customers to uncover unmet needs, and then devising innovative strategies to meet them

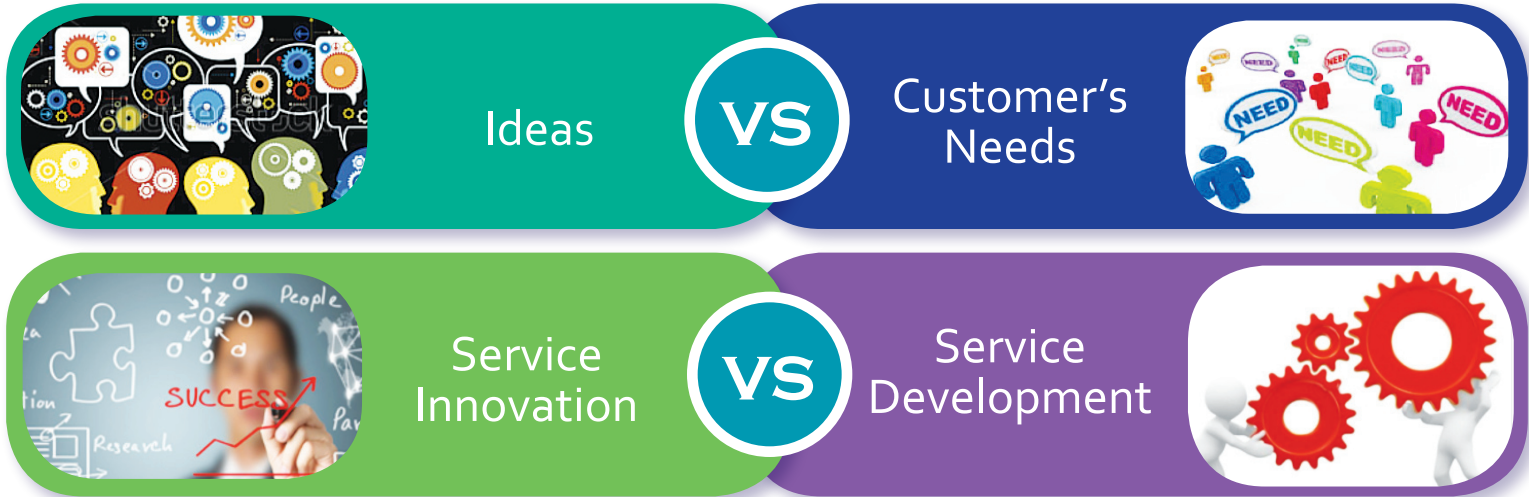


## WHY SERVICE INNOVATION IS IMPORTANT



- How Service Customers Define Value
- The key to delivering core services more efficiently or to developing new services is to recognize that services are:
- A means by which customers achieve a "customer job"
- Are not an end in themselves
- People "hire" service providers to help them get job done

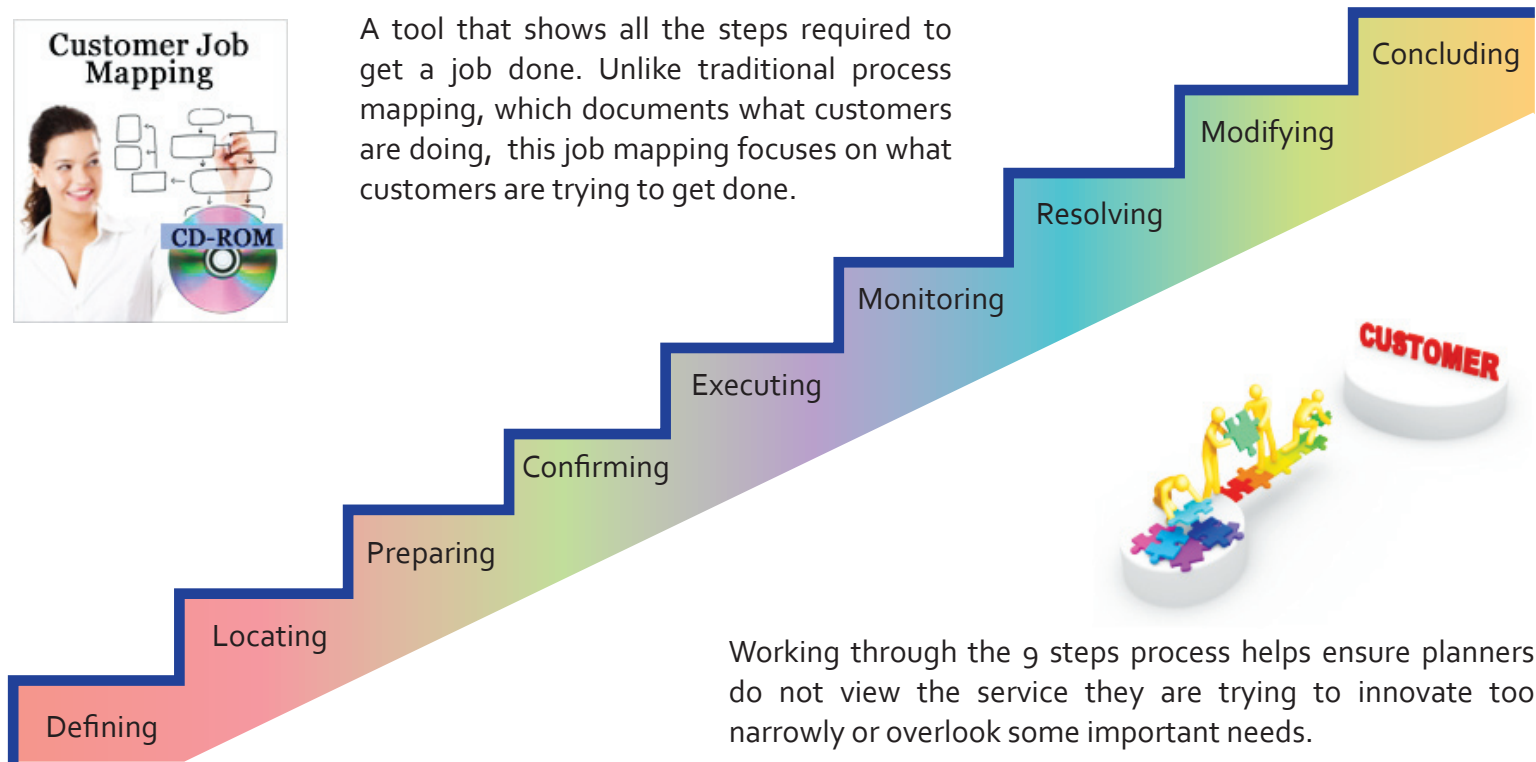
## PRINCIPLES



## CREATING AND USING UNIVERSAL JOB MAP

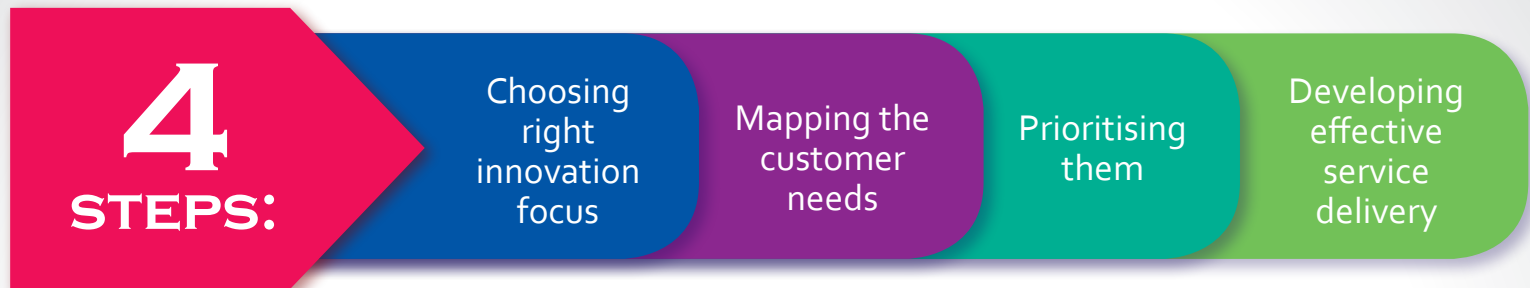


A tool that shows all the steps required to get a job done. Unlike traditional process mapping, which documents what customers are doing, this job mapping focuses on what customers are trying to get done.

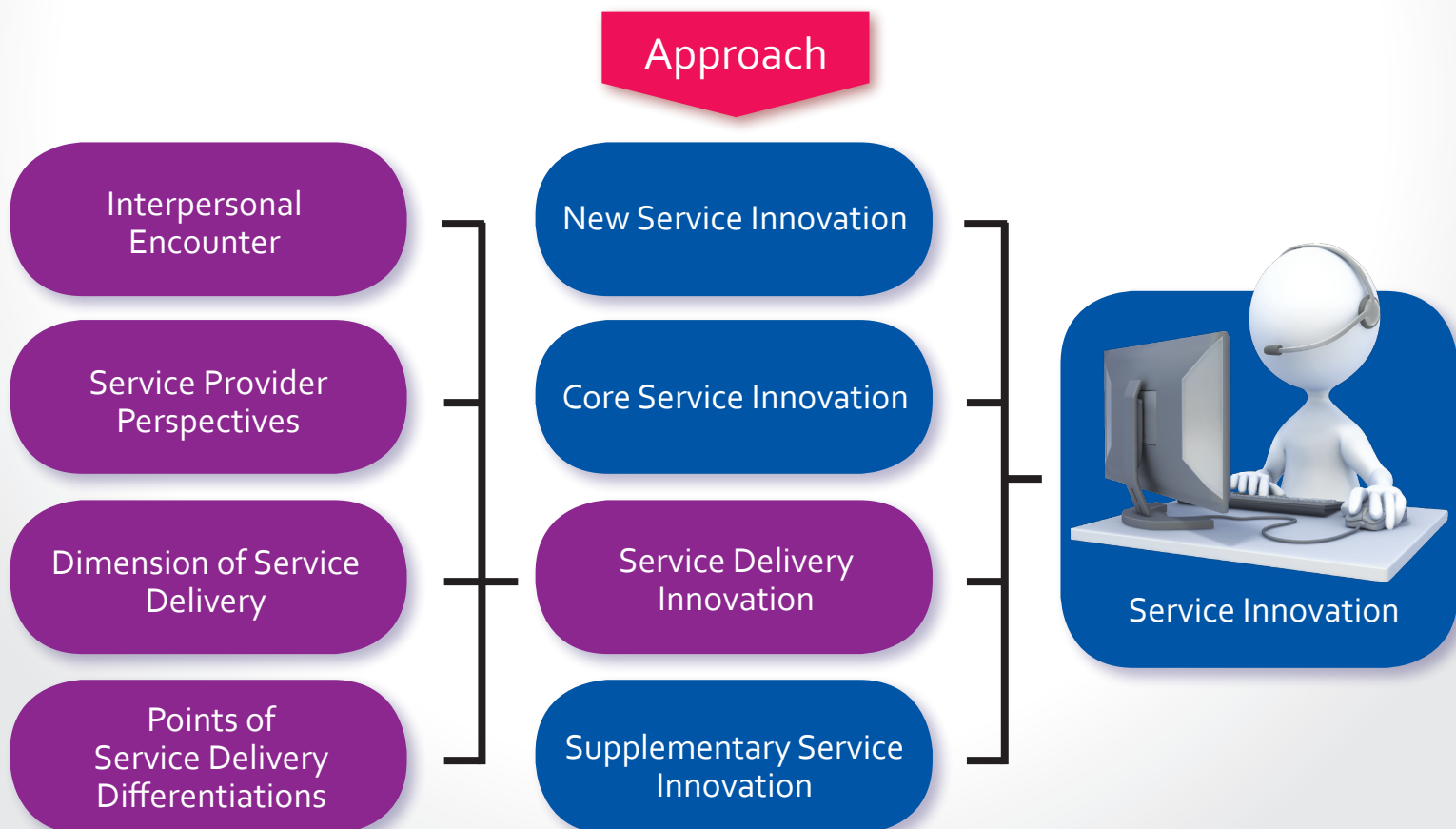


Working through the 9 steps process helps ensure planners do not view the service they are trying to innovate too narrowly or overlook some important needs.

# DEVELOPING A SUCCESSFUL SERVICE STRATEGY



## SERVICE INNOVATION APPROACH



## DEFINING INNOVATIVE SERVICE CONCEPTS

Focus creative energies on job and outcome



Identify where key problems lie in satisfying high-opportunity



Systematically consider a diverse set of a new service ideas to satisfy the opportunities



Build a detailed concept with service strategy and deliver in mind



One of the biggest mistakes marketers/planners make is to define customer satisfaction in terms of expectations about service quality

### CONCLUSION

Instead, markets should focus tightly on customer needs and how well they are met



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---

## BEYOND THE IDEA

How to Execute Innovation in Any Organisation

OLEH:  
VIJAY GOVINDARAJAN  
CHRIS TRIMBLE

OLAHAN VERSI: KALIBASKARAN MUNIANDY



How to Execute Innovation  
in Any Organization

**BEYOND  
THE  
IDEA**

**VIJAY GOVINDARAJAN and CHRIS TRIMBLE**  
*New York Times* bestselling authors

How to Execute Innovation  
in Any Organization

# BEYOND THE IDEA

VIJAY GOVINDARAJAN and CHRIS TRIMBLE  
*New York Times* bestselling authors



## ABOUT THE AUTHORS



**PROF. VIJAY  
GOVINDARAJAN**



**CHRIS  
TRIMBLE**

Professors, Tuck School,  
Dartmouth's Centre for Global Leadership

# THE INNOVATION CHALLENGE

(Inventions, Creativity, Brainstorming,  
Out-of-the-box Thinking, Strategy)

## IDEAS



VS



## EXECUTION

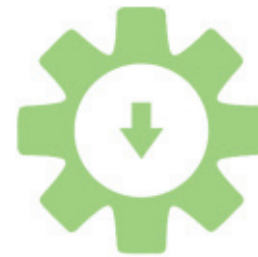
(The blood, sweat and tears of getting  
things done)

By the way, we must succeed at both to win...

# INNOVATION VS. PERFORMANCE ENGINES



Business organisations  
are designed to be  
**Performance Engines**



**Ongoing operations** serving today's needs

Efficiency

Accountability

On-spec/  
On-time

On-budget

Profitable

All these are good... But a lot of them are **in conflict** with innovation

# FUNDAMENTAL INCOMPATIBILITIES

Methods of **Performance Engine**



Repeatability  
Predictability



Realities of **Innovation**



Non-Routine Uncertain

## 3 MODELS OF INNOVATION

Model	Stages for Dealing with Performance Engine	Central Managerial Challenge
Small	<b><u>Squeeze it in</u></b> Squeeze innovation into the slack in the system	Motivation
Repetitive	<b><u>Make it repeatable + predictable</u></b> Make innovation look as much like day-to-day operations as possible	Process Management
Custom	<b><u>Separate it</u></b> Separate incompatible innovation tasks from day-to-day operation	Special Team Special Plan

## INNOVATION HERO VS. A TEAM



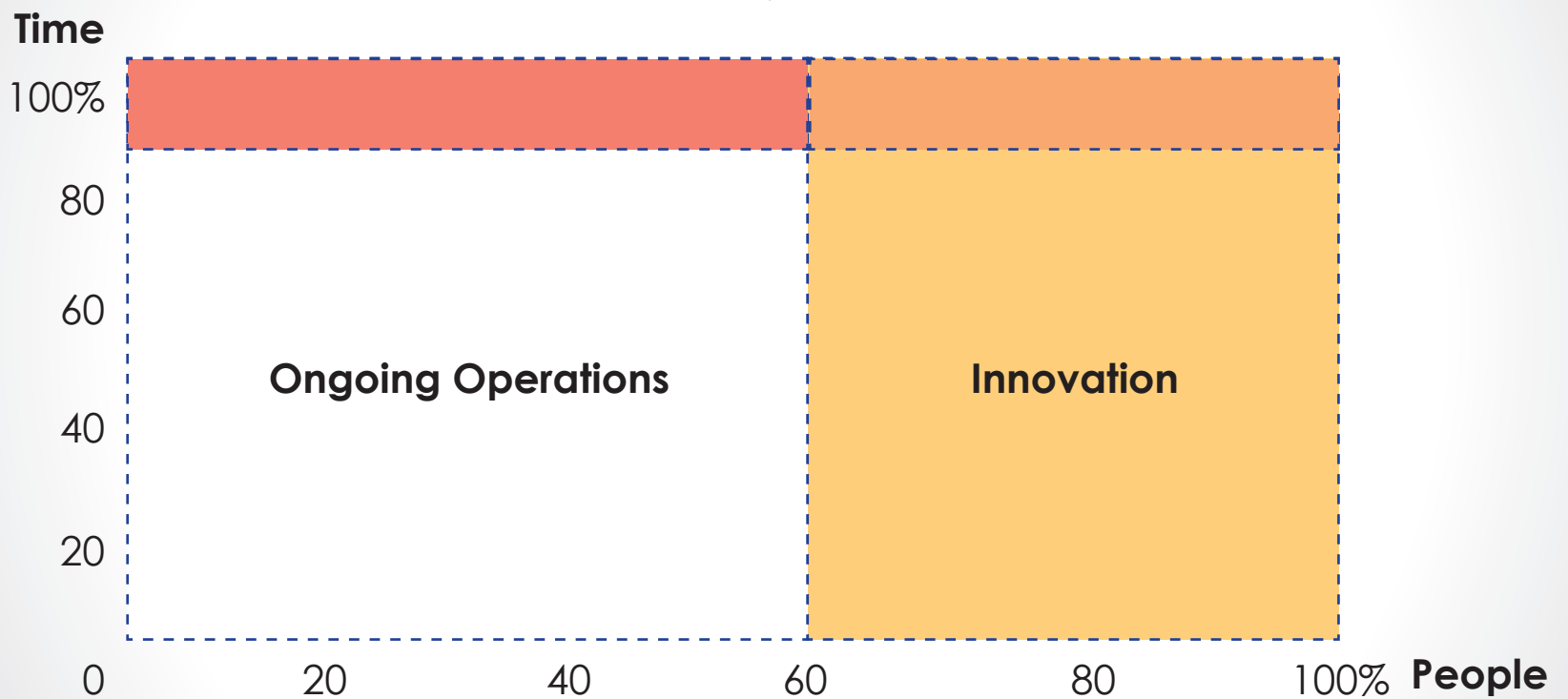
Not just any team... But a team with a very specific structure  
A partnership with a dedicated team and a shared staff

**SHARED  
STAFF**

**PATNERSHIP**

**DEDICATED  
TEAM**

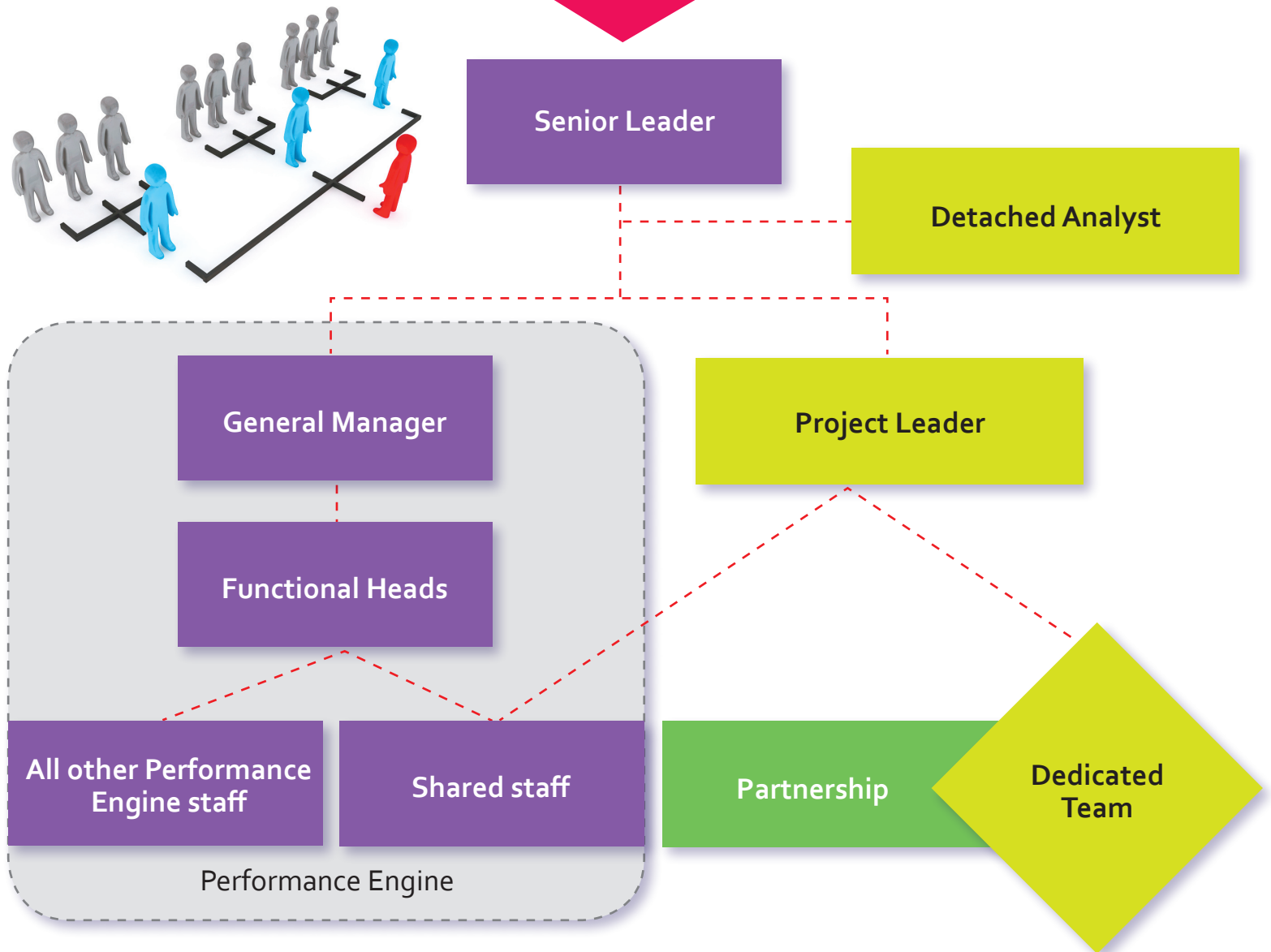
# DEDICATED TEAM



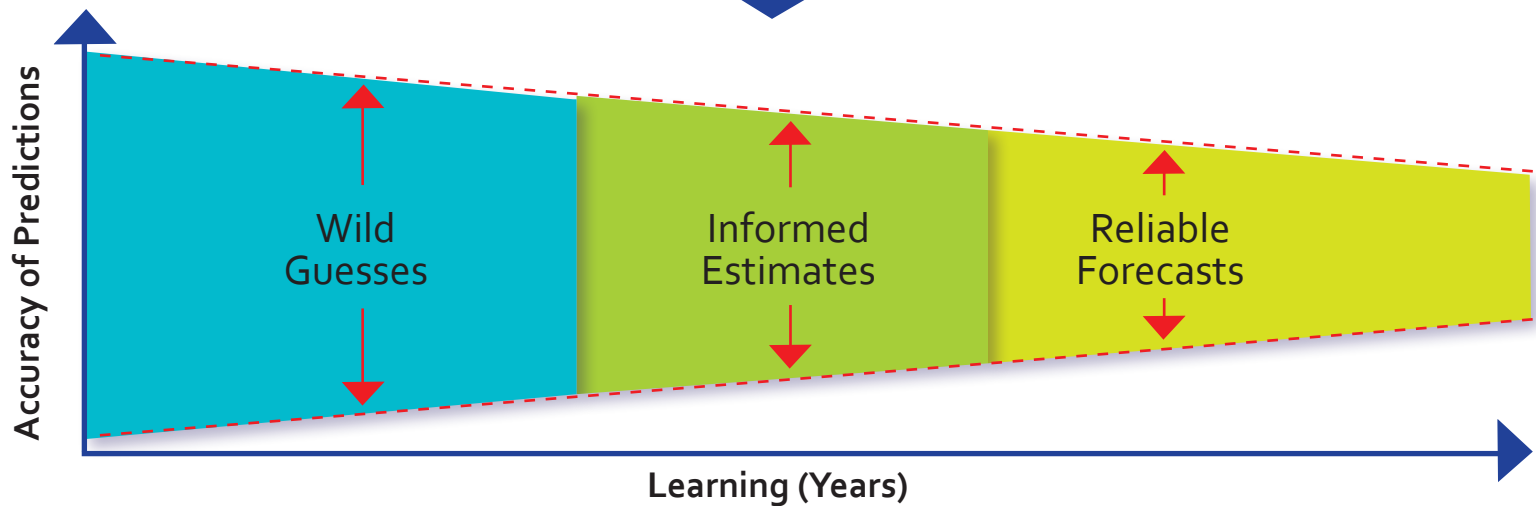
Breakthrough Innovation requires  
Breakthrough Organisational Design...



# MANAGEMENT STRUCTURE AND SPECIAL ROLE



# INNOVATION IS EXPERIMENTATION



- Disciplined Experiments = Quick Learning
- Learning improves predictions
- Better predictions lead to better decisions
- Better decisions provide better results

## SUMMARY



Not just  
an idea

Idea and  
execution

Team  
Sport

Dedicated  
Team  
Special Plan



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## SCENARIO BASED STRATEGY

Navigate the Future

OLEH:  
PAUL DE RUIJTER

OLAHAN VERSI: SUHAIME MAHBAR

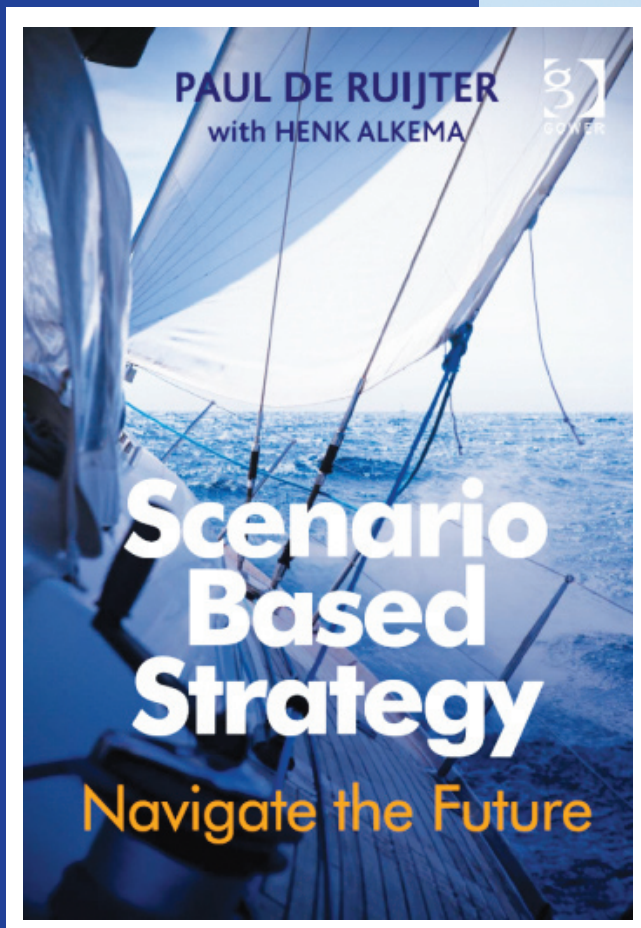


PAUL DE RUIJTER  
with HENK ALKEMA



# Scenario Based Strategy

Navigate the Future



## THE BOOKS



- Published: June 2014 by
- Gowar Publishing Limited, Gurrey, England

## ABOUT THE AUTHORS



Managing Director of De Ruijter Strategy



Executive Lecturer at Nyenrode University, Delft University and University of Amsterdam



Lead author of Scenarios in Public Sector (2004), Scenarios & Strategy for Trade Association (2006)



Co-author of the book about business opportunities in South Africa (1992), Industrial Policy in Netherlands (1999), Scenarios at Rabobank (2004)

## WHAT IS SCENARIO BASED STRATEGY...?



Opposite of problem-solving thinking and starts in the future, allowing possible problems to be resolved before they even occur.

Requires a different mindset than forecasting



Act proactively and to undertake actions before problems become urgent

Acting strategically instead of engaging in reactive problem-solving

# WHY SCENARIO BASED STRATEGY IS IMPORTANT..?



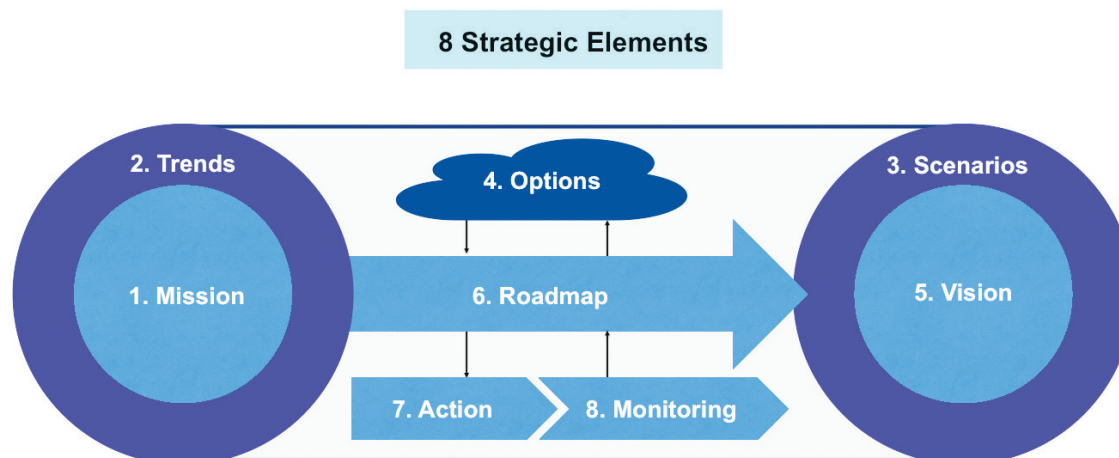
The world is changing constantly



The future is uncertain and great vision is required:

- What will the future bring?
- Where are we going?
- What is our business idea?

## ELEMENTS IN SCENARIO BASED STRATEGY FORMULATION



Mission

Trends

Scenarios

Options

Vision

Roadmap

Actions

Monitoring

# 1. MISSION

What is the true reason for the organisation's existence and what is the key to its success?

## MISSION

Self-insight is essential in every organisation because the way an organisation sees itself determines how it will act.



## MAMPU'S MISSION STATEMENTS

Strengthening public service delivery transformation through innovation and strategic organisational management and ICT towards achieving developed nation status.



Mission

Trends

Scenarios

Options

Vision

Roadmap

Actions

Monitoring

## 2. TRENDS

What is happening around us?

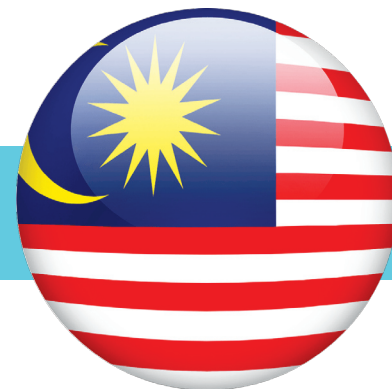
### GLOBAL MEGATRENDS

- Demographic & social change
- Technological breakthrough
- Economic uncertainties
- Geo-political instability
- Climate change and resource scarcity



### MALAYSIA

- Vision 2020
- RMK-11
- National Transformation Plan
- New Economic Model
- 1Malaysia



**Note:** Be aware of external environment with drawing up an inventory of the developments, events and shifting trends over which the organisation itself may not have any direct influence, but which could still affect the organisations.

Mission

Trends

Scenarios

Options

Vision

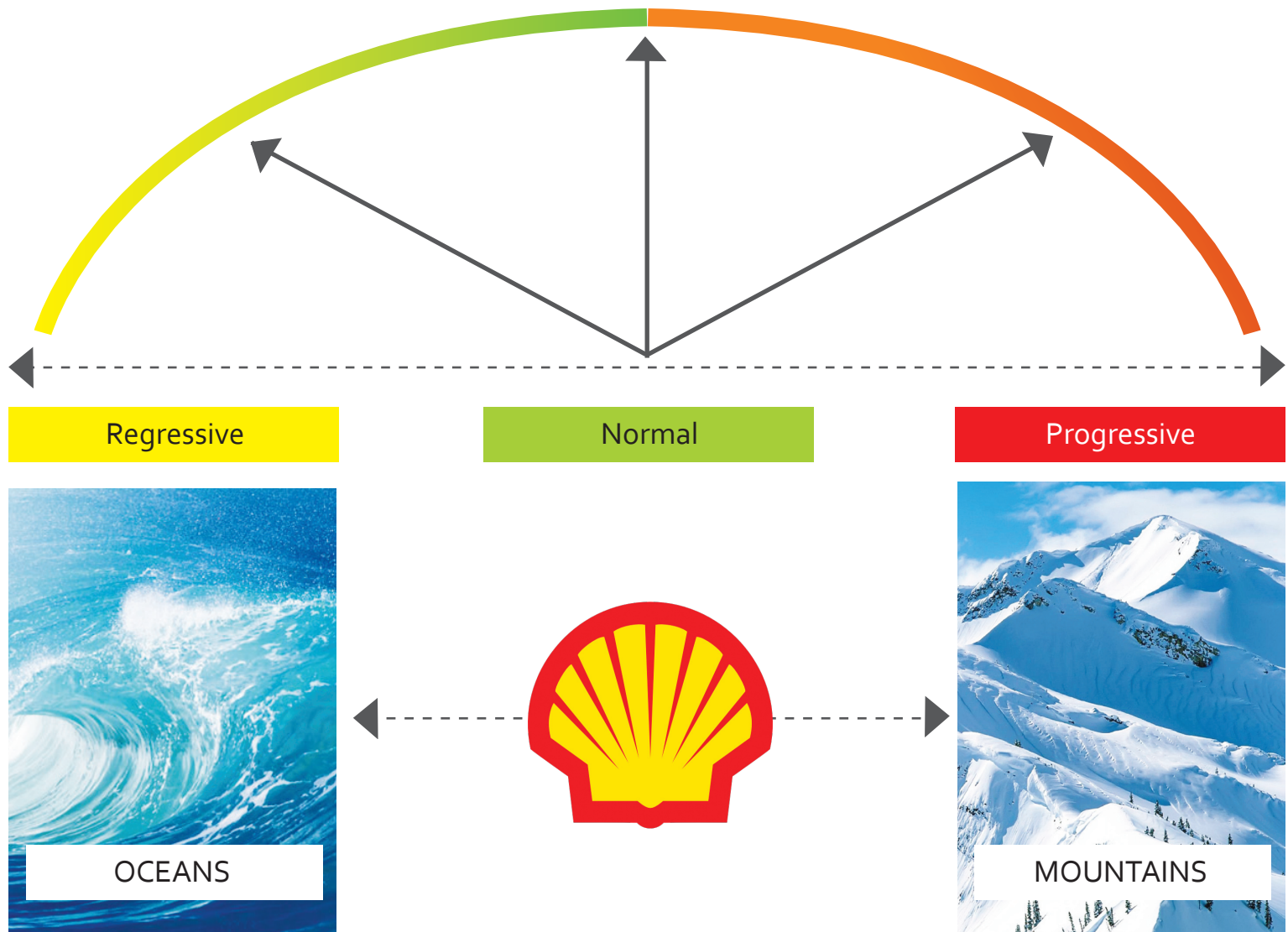
Roadmap

Actions

Monitoring

### 3. SCENARIOS

In which situation could we stand up? What if...? Plausible events?



Mission

Trends

Scenarios

Options

Vision

Roadmap

Actions

Monitoring

## 4. OPTIONS

Is our current course future-proof and, if not, what can we do to make it so?



**Determining future challenges**



**Generating options and Wind Tunnelling**



**Evaluating options**



**Investment proposal**



The connection between possible future circumstances and the course taken by the organisation

Mission

Trends

Scenarios

Options

Vision

Roadmap

Actions

Monitoring

## 5. VISION

Where do we want to go in the future? Who do we want to be in the future?  
Is our current vision on track?



Mission

Trends

Scenarios

Options

Vision

Roadmap

Actions

Monitoring

## 6. ROADMAP

How do we get there?



Mission

Trends

Scenarios

Options

Vision

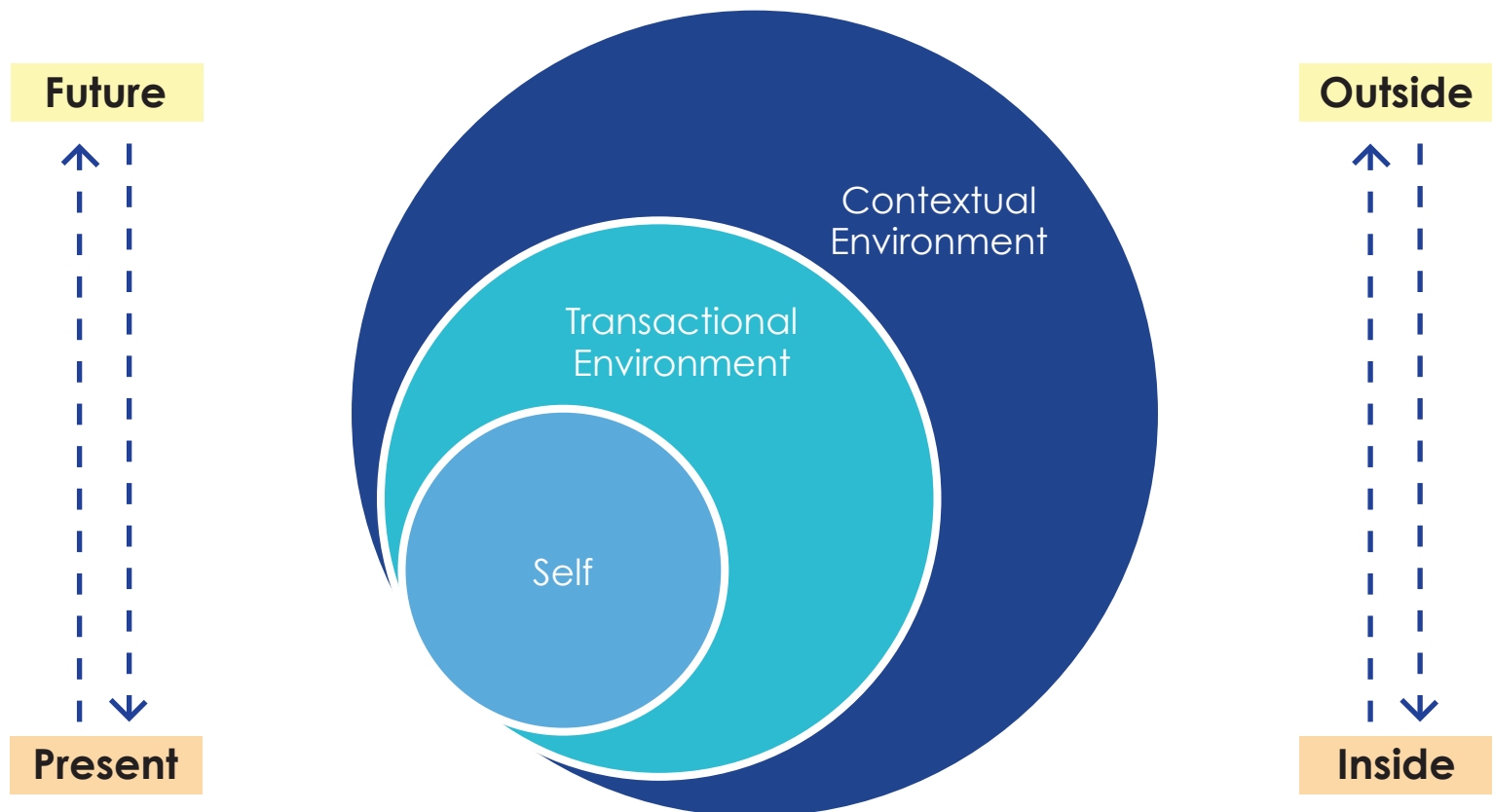
Roadmap

Actions

Monitoring

## 7. ACTION

From talking to acting



### Translating the roadmap into action plans

Filling in the roadmap; from future to present and from the outside to the inside

Mission

Trends

Scenarios

Options

Vision

Roadmap

Actions

Monitoring

## 8. MONITORING

To stay on course



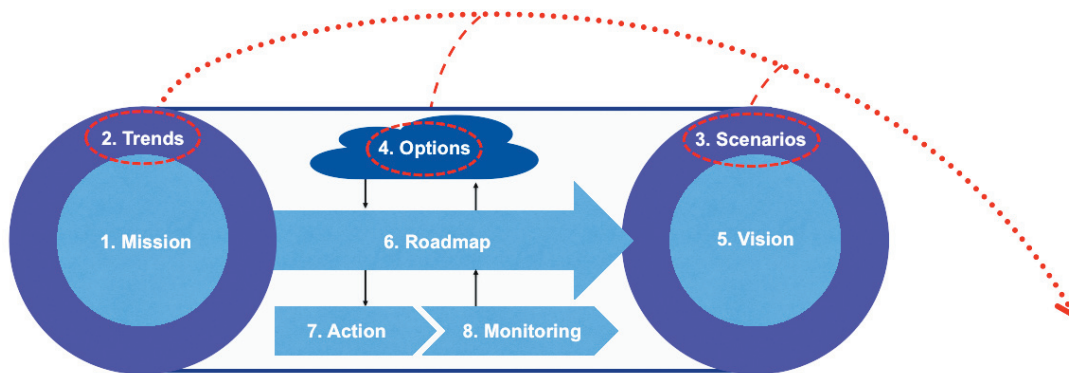
*"The art of monitoring is to filter noise;  
to receive the signals and  
to understand their significance "*



# ALIGNING SCENARIO BASED STRATEGY WITH STRATEGIC MANAGEMENT

Scenario Based Strategy

Strategic Management



## 7 WAYS OF APPLYING SCENARIO PLANNING



## CONCLUSION



Long term vision,  
big picture,  
understanding scenarios,  
plan and do it now,

**for the future.**

The logo for MAMPU features the word "MAMPU" in a bold, blue, sans-serif font. The letter "A" is replaced by a red globe icon with a grid pattern. The letters "M", "M", and "P" are blue, while the "U" is white with a blue outline.

**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**

The logo for MAMPU features the word "MAMPU" in a bold, blue, sans-serif font. The letter "A" is replaced by a red square containing a white globe icon. The letters "M", "M", and "P" have a grey drop shadow effect.

**MAMPU**

**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**





**MAMPU**

**BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI**

# Santai MINDA



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